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LAKE FOREST COLLEGE

FACULTY HANDBOOK

Section I

FACULTY PERSONNEL POLICIES

Section II

FACULTY ACADEMIC AND ADMINISTRATIVE POLICIES

Section III

FACULTY GOVERNANCE POLICIES

September 1997 Revision

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SECTION I

FACULTY PERSONNEL POLICIES

A. GENERAL DEFINITIONS

1. DEFINITION OF FACULTY

According to the Bylaws of Lake Forest College adopted by the Board of Trustees on September 11, 1965, and amended by the FPPC on February 18, 1997, the faculty is defined as follows:

The faculty shall consist of the President of the College, the Deans, the Associate Deans, the Assistant Deans, the Professors, the Associate Professors, the Assistant Professors, the Instructors, the Lecturers, the Registrar, the Librarians, the Academic Technology Specialists, the Director of Admissions, the Associate and Assistant Directors of Admissions, the Director of Athletics and the other full-time coaches.

While the above definition embraces teaching and administrative faculty, both full- and part-time, as well as coaches, certain of the following sections apply only to the teaching faculty, most notably the policies on appointments, review, tenure, promotion, and sabbatical leave.

2. EQUAL EMPLOYMENT OPPORTUNITY

All faculty appointments must meet equal employment opportunity standards. The President of Lake Forest College defined these standards in the following proclamation, approved by the Board of Trustees on September 27, 1975 (amended February 28, 1978; December 3, 1994)

It is the stated policy of Lake Forest College that appropriate qualifications for and performance of specific duties are the basic criteria for the employment and promotion of all College academic and non-academic staff. Lake Forest College does not discriminate against any persons because of race, color, sex, religion, or national or ethnic origin in its education programs, activities, or employment. In addition, Lake Forest College is required by Title IX and regulations promulgated thereunder not to discriminate on the basis of sex in educational programs, activities, and employment. Lake Forest College does not discriminate on the basis of handicap against any otherwise qualified person by denying participation in, or the benefits of, any College program or activity. Lake Forest College also does not discriminate on the basis of sexual orientation in its education programs, activities, or employment. For purpose of this policy, the term "sexual orientation" means the status of expression, whether actual or perceived, of heterosexuality, homosexuality, or bisexuality.

3. ACADEMIC FREEDOM

On May 8, 1965, the Board of Trustees adopted the following resolution on academic freedom:

a. Lake Forest College subscribes completely to the principles of academic freedom as set forth in the Statement of 1940 adopted by the Association of American Colleges, and the American Association of University Professors and other organizations.

b. A member of the faculty who believes that his or her academic freedom has been infringed by an action of the College may appeal through the President of the College or the Chairperson of the General Policies Committee (now the Faculty Personnel Policies Committee) of the Faculty to

the Promotion and Tenure Subcommittee of FPPC (policy changed, Board of Trustees, Feb. 22, 1977).

c. If an issue of academic freedom cannot be resolved satisfactorily locally and a member of the affected faculty should request the American Association of University Professors to make an inquiry into the case, the College will offer full cooperation in the investigation.

At the same time the Board of Trustees also approved as College policy the following statement printed in the June 1963 issue of the *Bulletin* of the American Association of University Professors:

a. Teachers are entitled to full freedom in research AND in the publication of the results, subject to the adequate performance of their other academic duties; but research for pecuniary return should be based upon an understanding with the authorities of the institution.

b. Teachers are entitled to freedom in the classroom in discussing their subject, but they should be careful not to introduce into their teaching controversial matter which has no relation to their subject. Limitations of academic freedom because of religious or other aims of the institution should be clearly stated in writing at the time of the appointment.

4. **CONFLICT-OF-INTEREST POLICY FOR TRUSTEES, EMPLOYEES, AND INSTITUTIONAL OFFICERS** (Adopted December, 1995)

a. Scope. The following statement of policy applies to each member of the board and to all employees of Lake Forest College. It is intended to serve as guidance for all persons employed by the institution in positions of significant responsibility.

b. Fiduciary Responsibilities. Members of the board, officers, and employees of the College serve the public trust and have a clear obligation to fulfill their responsibilities in a manner consistent with this fact. All decisions of the board and officers of the administration and faculty are to be made solely on the basis of a desire to promote the best interests of the institution and the public good. The College's integrity must be protected and advanced at all times.

c. Disclosure. All trustees and employees are requested, and all faculty with federal Grants and Staff of the College who administer Grants are required, to list on this form *only those substantive relationships* that he or she maintains (or members of their family maintain) with organizations that do business with the College or otherwise could be construed potentially to affect their independent, unbiased judgment in light of his or her decision-making authority or responsibility. In the event a trustee or an employee is uncertain as to the appropriateness of listing a particular relationship, the chair of the board of trustees *and/or* the president or vice president for business affairs should be consulted. They, in turn, may elect to consult with legal counsel, the executive committee, or the board of trustees in executive session. Such information, including information provided on this form, shall be held in confidence except when, after consultation with the trustee or employee, the institution's best interests would be served by disclosure.

The following definitions are provided to help trustees and employees decide whether a relationship should be listed on this form:

Business Relationship: One in which a trustee, employee, or a member of his or her family as defined below serves as an officer, director, employee, partner, trustee, or controlling stockholder of an organization that does substantial business with the College.

Family Member. A spouse, parents, siblings, children, or any other relative if the latter resides in the same household as the trustee or employee.

Substantial Benefit. When a trustee, employee, or a member of the trustee's or employee's family (1) is the actual or beneficial owner of more than 5 percent of the voting stock or controlling interest of an organization that does substantial business with the College or (2) has other direct or indirect dealings with such an organization from which the trustee or a member of the trustee's or employee's family benefits directly, indirectly, or potentially from cash or property receipts totalling \$10,000 or more annually.

d. Restraint on Participation. Trustees, officers, or employees who have declared or been found to have a conflict of interest shall refrain from participating in consideration of proposed transactions, unless for special reasons the board or administration requests information or interpretation. Persons with conflicts shall not vote nor be present at the time of vote.

B. APPOINTMENTS, REVIEW, TENURE, PROMOTION, AND RETIREMENT

The following applies to full- and part-time faculty who teach courses at Lake Forest College which lead to an academic degree.

All new employees must comply with the Immigration Reform and Control Act of 1986, and verify, in person with the Business Office prior to actual employment, their "eligibility of employment." Verification of employment eligibility requires the completion of an I-9 form and the presentation of original documents proving identity and eligibility to work in the United States (i.e., for U.S. citizens, a driver's license with photo and original Social Security Card). It is unlawful for the College to hire individuals unauthorized to work in the United States (Amended September 1, 1987, in light of new federal guidelines).

1. APPOINTMENT TO THE FACULTY¹

(Approved by Board of Trustees, December 6, 1975)

Full-time faculty appointments are made by the Board of Trustees. All candidates for faculty positions are interviewed by members of the Faculty Personnel Policies Committee and the Dean of the Faculty, who together make final recommendations to the President about the person as well as about the title and/or professorial rank. Upon acceptance of an offer on the part of the new faculty member, the President will submit for approval by the Board of Trustees the appointment of the candidate.

In recruiting and appointing faculty, every effort shall be made to obtain the best qualified person for the available position. If this effort results in a relationship in which one member of a family would be evaluated by another member, some substitute arrangement for such evaluation will be worked out. Other departmental faculty and/or a special committee appointed will function for that purpose.

2. APPOINTMENT TO TEACHING FACULTY

(Approved by Board of Trustees, October 22, 1977; amended February 22, 1992)

Appointment to the teaching faculty is made with the title Lecturer, Instructor, Assistant Professor, Associate Professor, or Professor. The last four are successive professorial ranks open only to those having a full-time appointment at the College. In disciplines where a doctorate is normally expected as the appropriate final credential, full-time faculty without the doctorate are appointed as Instructors. All part-time faculty are appointed as Lecturers, except that tenured faculty who accept a part-time position continue in their ranks.

Appointments to the teaching faculty are for a term (up to three years) or continuing. Term appointments end at the specified time without further notification from Lake Forest College. Continuing appointments are annually renewed until notice of termination is given in accordance with the policy on "Termination of Employment of Non-Tenured Faculty" (See C.2.a.). All part-time appointments are for not more than one year.

Determination of faculty openings is made by recommendation of the Academic Resources and Review Committee (ARRC). In the case of a full-time position the ARRC should recommend, in consultation with the department chairperson, that it be continuing or for a specified term; the President may consult with the Faculty Personnel Policies Committee before deciding upon the nature and length of the full-time appointment. The nature and, in the case of term appointments, length must be clearly specified both in advertising and in the letter of appointment.

3. COUNTABLE SERVICE FOR REVIEW, TENURE, AND PROMOTION
(Approved by Board of Trustees, May 6, 1983)

For purposes of third-year review, tenure consideration, and promotion consideration, countable service will normally be measured by full academic years. An academic year which includes a reduction of one third or less of the normal teaching load will count as a full year. An academic year which includes a reduction of more than one third of the normal teaching load will not be countable, with the following exception: if the reduction is a leave of absence for academic purposes, that year will count in the timing for tenure consideration provided the faculty member so stipulates this as part of the leave request; otherwise it will not count. Faculty participation in an Associated Colleges of the Midwest program during the academic year will normally count as Lake Forest College teaching service.

4. ANNUAL AND THIRD-YEAR REVIEW

(Approved by Board of Trustees, October 22, 1977; amended, October 3, 1980, September 23, 1988, May 11, 1990, March 5, 1997.)

By December 15, chairpersons will obtain from each member of their department an updated *vita* and, on a form provided by the Dean of the Faculty, a description of academic and service activities during that calendar year. (Faculty who have participated in ACM-associated programs may submit information regarding that participation.) By January 15 they are to submit to the Dean these materials, similar information about themselves, and evaluations of the performance of members of their department. All this material will be referred to in making decisions concerning termination, reappointment, tenure, and promotion. It will also be used by the Dean in recommending to the President individual salary levels for the succeeding academic year. The character of the evaluation must be conveyed by the chairperson to the department member in writing prior to its submission; in the case of untenured faculty, chairpersons should also address themselves to anticipated departmental and College needs as they bear on the faculty member's future at the College.

In the case of faculty who could later be eligible for tenure consideration, in addition to this annual review, a review in the third year of countable service as a faculty member is conducted by a committee consisting of the Department Chairperson, the Dean of the Faculty, and one member of the Promotion and Tenure Subcommittee (members of which are assigned by its Chairperson to various review committees). The committee operates in accordance with these principles:

- a. Criteria employed are those described in "Need Criteria for Tenure" (see I, B, 5, d) and the following performance criteria:

Teaching. Demonstration of capability and effectiveness in teaching, with evidence of ability to respond to present and future teaching needs of the department and the College.

Scholarship. Promise of productivity in published scholarship or appropriate creative activity.

Service. Active participation in and contributions to the College in its governance, on-campus cultural programs, or some other formal extra-curricular activities (such as honorary societies, student publications, athletic teams, alumni programs).

Teaching capability and effectiveness are the most important criteria.

While primary emphasis is placed on the above criteria, consideration is also given to the faculty member's degree status, experience in teaching, fellowships and awards, grant applications, participation in professional organizations, presentations at professional meetings, lectures outside the College, student advising, participation in departmental and interdepartmental programs,

published writings, and any other College, community, or professional activities.

b. Materials considered are the faculty member's *vita* and statements of activities and accomplishments, the College's student evaluations of the instructor, and descriptive and evaluative statements by the department chairperson, each tenured member of the department, and members of the student Academic Advisory Committee. The reviews by the department chair and tenured members of the department should be based in part on visits (arranged with advance consultation) to the faculty member's classes. The faculty member may supply course syllabi, examinations, and other materials. In departments without tenured faculty, the Dean of the Faculty in consultation with FPPC will designate appropriate senior faculty. The chairperson and the Dean are to address themselves specifically to the future needs of the department and the College as well as to the faculty member's performance.

c. By February 15 the review committee formally recommends to the President that the faculty member be given a one-year terminal appointment or be retained on a continuing appointment. After the President has informed the faculty member of the subsequent appointment, the Dean of the Faculty, in writing approved by other members of the review committee, informs the faculty member of the committee's evaluation of strengths and areas of needed improvement, and addresses the faculty member's current and anticipated position with regard to department and College needs. The faculty member is then encouraged to meet with the committee, or individually with the Dean or the chairperson, to discuss the evaluation.

Unless changing College needs require reduction in faculty size or departmental allocations, faculty members retained on a continuing appointment after the Third-Year Review will ordinarily be considered for tenure in their sixth year of countable service, unless not so recommended by their department chairperson or the Dean of the Faculty. If a faculty member is not given tenure consideration in that year, the appointment for the following year will be a terminal one.

(To eliminate any misconception that a successful third-year review necessarily implies a successful tenure review, the FPPC stated the following on December 7, 1981: "The criteria for tenure are more stringent and comprehensive than those for third-year review. Faculty are encouraged to discuss the procedure and criteria for third-year and tenure review with their chairperson or the Dean of the Faculty.")

5. TENURE

(Approved by Board of Trustees, October 22, 1977; amended May 11, 1990; amended December 4, 1991; amended February 22, 1992; amended April 6, 1994; amended March 5, 1997.)

Faculty members to be considered for tenure are brought with their consent to the attention of the Promotion and Tenure Subcommittee of the Faculty Personnel Policies Committee only by their department chairpersons or the Dean of the Faculty. A recommendation for tenure does not by itself entail a recommendation for promotion.

a. Definition of Tenure

Tenure is a commitment by the College that a faculty member will be retained on a full-time basis until the faculty member's employment ends through resignation, retirement, or dismissal or termination for cause.

b. Eligibility for Tenure Consideration

Eligibility for tenure consideration is restricted to full-time faculty in professorial ranks whose primary duty (defined as over half-time) is to teach courses which lead to an academic degree at Lake Forest College and who have completed their doctorate or, in the case of faculty in the creative or performing arts, an appropriate master's degree. Instructors serving primarily as laboratory supervisors can be retained on a yearly basis without being eligible for tenure consideration. Faculty members are considered only once for tenure. If an unanticipated tenurable vacancy occurs in a department, e.g., as a result of the departure of a tenured faculty member, faculty members in that department who were denied tenure solely because of lack of a tenure opening or who were not considered for tenure because of lack of such an opening will be eligible to be candidates for such positions. Because such appointments may obligate tenure because of length of service, both the President and the Promotion and Tenure Subcommittee must agree to the candidacy of a faculty member under these conditions. The evaluation of such candidates will include a full consideration for tenure if the faculty member in question was not so considered at an earlier time.

c. Timing for Tenure Consideration

Tenure consideration must be timed to meet the following principles:

- i. Faculty members initially appointed at the rank of Associate Professor or Professor shall receive tenure no later than at the end of four years of countable service at Lake Forest College unless the appointment to the fourth or prior year was a terminal appointment.
- ii. Faculty members initially appointed at the rank of Associate Professor or Professor and as a department chairperson may be considered for tenure, upon recommendation of the Dean of the Faculty, after the completion of one year of countable service.
- iii. Other eligible faculty members shall receive tenure no later than at the end of seven years of countable service at Lake Forest College unless the appointment to the seventh or prior year was a terminal appointment.
- iv. Three years or less of prior teaching with the doctorate at another institution may, for purposes of tenure, be counted as equivalent to teaching at Lake Forest College, but no more than three years of credit will be granted for such prior experience. When there has been prior experience, a new faculty member will be given the choice of whether to count all eligible prior experience or to waive the counting of such experience in the initial letter of appointment and will be expected to respond appropriately in accepting the appointment that letter offers.

Early tenure decisions--that is, consideration before the maximum time allowable in accordance with the above principles--will entail even more rigorous application of the criteria than is normally the case.

d. Need Criteria for Tenure

In every instance of tenure consideration, the academic needs of the department concerned, of interdisciplinary programs, and of the College as a whole are crucial. Major needs to be considered are the following: the candidate's academic specialties, flexibility within sub-disciplines within a department, flexibility in responding to the development of the College's curriculum and changes in its enrollment patterns, and the continued stimulation of the intellectual atmosphere of departments and the College usually provided by new members of the faculty.

In light of these needs, no department of three or more FTE will have all its full-time faculty members tenured, except in extraordinary and exceptional cases (as determined by the Promotion and Tenure Subcommittee) or when retirement of a tenured member of the department is imminent.

e. Performance Criteria for Tenure

Candidates for tenure are judged on their teaching, scholarship, and service, in that order of priority. To be recommended for tenure, candidates must have met each of the following performance criteria:

Teaching. Demonstration of commitment to teaching, with evidence of marked effectiveness at both introductory and advanced levels, and of ability and willingness to meet present and future teaching needs of the College.

Scholarship. Demonstration of commitment to scholarship, with evidence of acceptance for publication of articles in selective professional periodicals (or of a refereed book manuscript). For faculty teaching primarily in creative or performing arts: demonstration of commitment to artistic creativity, with evidence of quality refereed achievements. Promise of continued productivity.

Service. Demonstration of commitment to serving the College community, with evidence of active involvement in extra-curricular functions and student advising and of contributions in other service areas such as governance, academic committees, or presentations for off-campus groups.

While primary emphasis is given to the above criteria, consideration is also made of other College, professional, and community activities, such as participation in workshops to improve teaching, contributions to departmental and interdepartmental planning and programs, participation in professional organizations and conferences, book reviews, journalistic or other occasional publications, and recent fellowships or awards.

f. Procedures for Tenure Consideration

Early in the fall term, the Dean of the Faculty will solicit for presentation to the subcommittee by October 10 the following material with respect to candidates for tenure:

- i. A *vita* and a written statement by the candidate on his or her own behalf, with a copy furnished to the department chairperson, outlining the candidate's achievements against the performance criteria for tenure. The candidate may also address issues relevant to the need criteria.
- ii. A written statement by the chairperson employing the need and performance criteria, completed after the chairperson has considered the candidate's statement. The review should be based in part on visits (arranged with advance consultation) to the candidate's classes. The candidate may supply course syllabi, examinations, and other materials.

- iii. Written opinions employing the need and performance by tenured colleagues in the department and/or in interdisciplinary programs in which the candidate has worked. Evaluations by non-tenured colleagues may also be submitted or invited. The review should be based in part on visits (arranged with advance consultation) to the candidate's classes. The candidate may supply course syllabi, examinations, and other materials.
- iv. Written opinions about the candidate's scholarly or artistic works by outside evaluators, solicited by the Dean of the Faculty from a list furnished by the candidate. Candidates are also expected to submit specimens of such works.
- v. Written opinions about the candidate's teaching effectiveness by each member of the relevant departmental or interdisciplinary student Academic Advisory Committee.
- vi. Written reports by faculty chairpersons of standing committees of the College's governance structure on the candidate's performance on committee assignments.
- vii. The College's student evaluations of the candidate's instruction. These will be a major, but not the sole, evidence of teaching effectiveness. Faculty statements, especially by the department chairperson, will also be considered, as will the statements by students on the Academic Advisory Committee.
- viii. Copies of all annual reviews of the candidate. From this and other material the Dean should prepare in addition a summary sheet listing the candidate's history of courses taught, enrollments, independent studies, committee assignments, number of advisees, special projects, and any other relevant information not included in the candidate's *vita*. A copy of the summary sheet is to be furnished to the candidate.

The subcommittee may ask the Dean of the Faculty, the department chairperson, outside evaluators (regarding the quality of the candidate's scholarship), or the candidate for additional material it deems necessary for an equitable deliberation, as long as it informs the candidate of the nature of the request. The candidate may also submit additional material without request. A record shall be kept of all data considered by the subcommittee and all materials shall be kept for at least two years in the Dean's office.

After most of the material has been presented and initially reviewed, but before deliberations have begun, the subcommittee chairperson is to extend an invitation to the candidate to meet with the subcommittee. The purpose of such a meeting is to ascertain facts and to clarify what further data, if any, might be needed for a full consideration of the candidate's performance as well as the academic needs of the College.

After careful review of all the material submitted, the subcommittee takes a vote which is held in confidence. A recommendation for tenure is made to the President if a majority of the subcommittee votes affirmatively. In accordance with the Bylaws, the President in turn makes a recommendation to the Board of Trustees for a final decision. Candidates must be notified of the President's acceptance or rejection of the subcommittee's decision by December 1 unless extenuating circumstances make that impossible.

A candidate has a right to a written statement from the subcommittee concerning its reasons for not recommending tenure.

Tenure becomes effective at the beginning of the academic year following that in which a positive recommendation by the subcommittee is accepted by the President and the Board of Trustees.

6. PROMOTION

(Approved by Board of Trustees, October 22, 1977; amended Board of Trustees, January 19, 1980; May 10, 1985)

Faculty members to be considered for promotion to Associate Professor or Professor are brought to the attention of the Promotion and Tenure Subcommittee only by their department chairpersons or the Dean of the Faculty. A recommendation for promotion does not by itself entail a recommendation for tenure.

a. Timing of Promotion

Promotion from Instructor to Assistant Professor is automatic upon completion of all the requirements for the doctorate, as certified by the appropriate authority at the degree-granting institution.

Ordinarily, promotion from Assistant Professor to Associate Professor is made after six years of countable service with the doctorate or appropriate terminal degree and after four years of countable service at Lake Forest College. Although time in rank is a consideration, in individual cases the time between hiring and promotion may be longer or shorter than six years, depending on the candidate's performance as compared with that expected for promotion of a faculty member who began teaching without previous experience at Lake Forest College, but with the doctorate or appropriate terminal degree. Promotion of full-time faculty whose teaching responsibilities are half the normal course load or less than half will not ordinarily occur at the same rate as that of other teaching faculty.

There is no time schedule for promotion to the rank of Professor.

b. Criteria for Promotion

Criteria for promotion from Assistant Professor to Associate Professor are identical to those listed under "Performance Criteria for Tenure."

Promotion to full Professor represents a reinforcement of the life-long commitment made with the granting of tenure. Such reinforcement must reflect substantial additional accomplishment, actual and potential. To be recommended for promotion to Professor, the candidate must therefore meet the following criteria:

Teaching. Evidence of continued high performance and growth in teaching competence, an ability to engage students in research as indicated by their accomplishments in independent studies and senior projects, an ability to attract students to some courses, and a willingness to meet the diverse teaching responsibilities of the department and the College.

Scholarship. A demonstration of the completion of a substantial increment of scholarly or appropriate creative work, over and above that which was known and taken into account at the time the decision was made to hire at or promote to the Associate Professor rank.

Service. Continued active participation in and contributions to the College in its governance, on-campus cultural programs, or some other formal extra-curricular activities.

While primary emphasis is given to the above criteria, consideration will also be made of the other items mentioned under "Performance Criteria for Tenure."

c. Procedures for Promotion Consideration

Procedures for promotion consideration are identical to those listed under "Procedures for Tenure Consideration" with these provisos:

- i. Materials should be submitted by November 1.
- ii. For a person being reconsidered for promotion in a subsequent year, some of the material need only be updated in accordance with stipulations by the candidate, the department chairperson, or the subcommittee.
- iii. Candidates should be notified of the President's acceptance or rejection of the subcommittee's decision by no later than March 1.
- iv. Candidates not being promoted should be informed by the Dean of the Faculty in writing of the reasons why the subcommittee did not recommend promotion, so that they know in what areas to work in order to enhance their future candidacy.

7. VOLUNTARY RELINQUISHMENT OF TENURE AND EMPLOYMENT

(Approved by Board of Trustees, December 7, 1996.)

Lake Forest College offers a substantial benefit for qualifying tenured faculty members who decide voluntarily to relinquish tenure and leave the institution. Such a policy provides flexibility for both the individual and the College.

a. Qualifications

To qualify, a tenured faculty member must meet the following requirements:

- i. Age: 52 to 61 years as of the end (31 May) of the last year of service.
- ii. Service: at the time of notification, 10 years of countable service to the College as defined by the Faculty Handbook.
- iii. Notification: in writing to the Dean of the Faculty by December 1, 18 months prior to the start of the fiscal year in which relinquishment begins. For the first year of the program, the notification date is February 1.
- iv. The faculty member cannot have been on sabbatical or leave of absence the year prior to relinquishment.
- v. It is not the intent of this policy to apply to full-time administrators with tenure.

b. Benefit

- i. The tenured faculty member will receive payment determined on a sliding scale, based upon the appointment salary (not total compensation) of the final year of service.

Age	52	2.0	times	salary
	53	1.9	"	"
	54	1.8	"	"
	55	1.7	"	"
	56	1.6	"	"
	57	1.5	"	"
	58	1.4	"	"
	59	1.3	"	"
	60	1.2	"	"
	61	1.1	"	"

Faculty may elect to receive these payments over 24 months. The first payment will be made no sooner than the last regularly scheduled salary check. The College will contribute a sum equal to ten percent of the designated payment to the College's TIAA-CREF retirement plan for faculty.

- ii. In addition, the tenured faculty member will receive a lump sum payment equivalent to twice the amount the College contributes for that individual member's health insurance premium during the final year of service, conditional upon execution of appropriate waivers.
- iii. A maximum of two (2) tenured faculty members shall be permitted to qualify for the benefits of the Plan in each year. A maximum of four (4) tenured faculty members shall be permitted to qualify for the benefits of the Plan during the first three (3) years immediately following the effective date of the Plan. If the number of applicants for the benefits of the Plan in any year exceeds the maximum limits, then priority will be given to faculty members with the largest sum of their age and length of countable service with the College.

The College reserves the right to amend, modify, revoke, or terminate all or any part of this plan at any time.

8. RETIREMENT OF FACULTY

a. Retirement Age

The following policy on retirement was adopted by the Board of Trustees, January 20, 1979, (amended October 5, 1985; January 1, 1989) in the light of new federal guidelines:

- i. Normal retirement age for faculty who have been granted tenure is herein defined as the last day of the appointment year in which age 65 is attained.
- ii. Normal retirement age for other employees is defined as the last day of the appointment year in which age 65 is attained. Those employees who are in *bona fide* executive or high policy-making positions with non-forfeitable annual retirement benefits equivalent to a single life annuity of \$44,000 provided by the

College will retire at the normal age. All others may retire at normal retirement age but will retire no later than the last day of the appointment year in which they attain age 70.

b. Voluntary Retirement Incentive Plan

The following "Voluntary Retirement Incentive Plan for Highly Compensated Faculty and Administrative Staff of Lake Forest College" was adopted by the Board of Trustees on December 14, 1985, effective as of January 1, 1986, and amended effective June 1, 1990:

The normal retirement age for faculty and administrators at Lake Forest College has long been age 65. This age has suggested the retirement benefits of the College and has also guided plans made by individuals and their spouses. In recent years two factors have, however, impacted this situation.

- i. The mandatory national retirement age was changed from age 65 to age 70, and has recently been uncapped completely. This suggests to some that they may wish to work beyond age 65 to age 70, and even longer.
- ii. Actuarial tables continue to project increased longevity for individuals, and yet the costs of living longer are significant as well, particularly in terms of health insurance and housing. Thus, there is another incentive to work beyond age 65.

The College views the likely trend to continue working beyond 65 as sometimes unhappy for the individuals and also for the institution itself. An individual who has committed himself/herself to this College for a number of years, and in many cases to his or her academic discipline for even longer, surely deserves to retire by age 65 and to enjoy the opportunity such retirement affords for leisure, recreation, and independent scholarship. And the institution, while valuing greatly the contributions of its senior faculty members and administrators, benefits also from the intellectual stimulation of younger faculty, recently graduated from distinguished graduate schools where they were often the recipients of new scholarship and different methods of teaching, and of administrators, too, drawn from other positions and experiences.

In view of these circumstances and without any intention of discriminating in any way against its older employees, the College, as of January 1, 1986, instituted the Retirement Incentive Plan as of January 1, 1986. Eligibility to receive benefits under this plan was open to those faculty members and administrators who would have taught or worked at the College full-time for twelve or more preceding years and who would wish to retire by age 65. Such eligibility required one additional year of service each year until January 1, 1990, when the individual concerned would have been required to work at the College full-time for fifteen or more preceding years.

Recently enacted federal legislation has required the revision of eligibility rules. Therefore, effective as of June 1, 1990, the eligibility rules have been revised. Eligibility to receive a benefit under the Plan will be limited to full-time faculty and administrators who meet the following criteria:

- i. Attainment of age 50;
- ii. Annual gross earnings from Lake Forest College of at least \$50,000; and
- iii. Attainment of at least five years of full-time service for the College.

In addition, those faculty members and administrators who as of June 1, 1990, had attained aged 62, regardless of salary, are also eligible to participate in the plan.

Once an employee is eligible, the employee will actually qualify for benefits under this plan

if he or she retires between ages 62 and 65 after working for the College full-time for fifteen or more preceding years.

This plan offers a faculty member or administrator who qualifies for benefits under the preceding two paragraphs one of four options, as follows:

- i. Single Cash Contribution--Lump Sum: The College will make a single retirement contribution equal to the salary in the last year of full-time employment for those retiring between age 62 and age 65. This payment will be made at the time of the regularly scheduled last salary check. The purpose of this option is to provide funds perhaps necessary for the purchase of a home; and to allow for travel and relocation expenses if appropriate.
- ii. Cash Contribution--Spread over Twelve or Fewer Months: For those retiring between age 62 and age 65 the College will make a cash contribution equal to the salary in the last year of full-time employment as with the Single Cash Contribution, but in this option spread it over twelve or fewer monthly installments (thus, during two tax years) with the first payment one month after the regularly scheduled last salary check.
- iii. Single Retirement Contribution--Tax Deferred/Lump Sum: The College will make a single retirement contribution, equal to the salary in the last year of full-time employment for those retiring between age 62 and age 65, to the retiree's retirement account. Because of federal regulations related to deferred income, if such a sum exceeds the amount that can legally be placed in the individual's retirement account the difference will be paid to the retiree in a lump sum. Such payment shall be made at the time of the regularly scheduled last salary check.
- iv. Retirement Contribution--Tax Deferred/Twelve Month Payment: The College will make a single retirement contribution, equal to the salary in the last year of full-time employment for those retiring between age 62 and 65, to the retiree's retirement account. If that sum exceeds the limit allowed by federal regulations the difference will be paid to the retiree over twelve monthly installments starting one month after the last regularly scheduled salary check.

For those retiring under the terms of this plan, the College will provide regular health insurance at the appropriate single or family benefit level until a retiree reaches 65, and Integrated Medical Insurance (integrating Medicare) to age 70; further, once the employee is 65, it will make regular health insurance at the appropriate benefit level available, *at cost*, to the retiree's spouse to age 65, and integrated insurance thereafter, *at cost*, until the retiree or the spouse turns 70. This insurance program responds to a major concern of those who wish to retire at or near age 65. In the event the retiree dies prior to age 70, or reaches age 70 prior to spouse reaching age 65, the retiree's spouse shall be eligible to participate in the health insurance program *at cost* until age 65. Under no circumstance does the College intend to provide insurance to either the retiree or spouse beyond age 70. Obtainment of Medicare Part B insurance at age 65 is required. Under current law if such insurance is secured prior to age 65, pre-existing conditions are not considered. After age 65 pre-existing conditions are a consideration. Obtainment of "Medigap" or Medicare supplemental insurance beyond age 70 is the responsibility of the retiree or spouse and may be subject to the same pre-existing condition restrictions as Medicare.

The College will continue to offer to retired faculty insofar as possible space to study on this campus, and intends to make available computer accessibility and limited secretarial services as well. Such individuals can offer much to the College through participation in the life of the College, and those contributions should and will be encouraged.

These options are made available to eligible members of the faculty and administrative staff

to encourage them to consider voluntarily retiring from active teaching and administrative duties at the College before or at age 65, in accordance with retirement expectations and practices and in recognition of what has often been a life-time of dedicated service to academic life. An option is available only after timely notification to the Dean of Faculty or the President, as appropriate; in all cases, the College must be notified by November 1 of the appointment year in which the retiree turns 65 or at the end of which he/she wishes to elect one of the retirement incentive options.

The College reserves the right to amend, modify, revoke, or terminate all or any part of this plan at any time.

c. Emeriti Professors

Emeriti professors will retain full faculty rights and privileges exclusive of tenure, salary, direct financial benefits, committee membership and the vote. It will be the obligation of the Dean of the Faculty to make appropriate arrangements for the emeritus professor's access to College facilities and events. Among these rights and privileges will be included the following: the use of office space and laboratory facilities when available; free use of the library and sports center facilities; a faculty mailbox if requested; attendance at College-sponsored academic, social and athletic events under conditions accorded all faculty; membership in College-associated organizations; attendance at faculty meetings; a listing in the staff directory; and participation in commencement ceremonies.

C. RESIGNATION, TERMINATION, GRIEVANCE, SEXUAL HARASSMENT

1. RESIGNATION

Faculty members considering offers from other institutions are expected to abide by the standards recommended by the Association of American Colleges and the American Association of University Professors, printed in the March 1961 issue of *Liberal Education* and summarized as follows:

Negotiations for appointment of faculty members employed at other educational institutions should be begun and completed as early as possible in the academic year prior to employment. It is desirable that Lake Forest College faculty members approached with regard to another position inform the Dean of the Faculty when such negotiations are in progress. Faculty members accepting an appointment elsewhere should promptly notify the Dean and the President.

Resignations to accept other employment must be submitted no later than May 15, except in emergency or hardship cases for which the faculty member may ask the administration to waive this requirement. To make due consideration and timely notice possible, institutions are not to make appointing offers to continuing faculty after May 1.

Unless the College agrees, faculty members may not leave and should not be solicited by other institutions to leave their positions during an academic year for which they hold an appointment.

These provisions apply to all members of the faculty.

2. TERMINATION

a. Termination of Employment of Non-Tenured Faculty (Amended February 22, 1992)

Except for terminations and dismissals for cause (see below), termination of employment of teaching faculty on two- or three-year appointments or on a continuing appointment prior to that resulting from a recommendation by the Third-Year Review Committee comes about when the Dean of the Faculty, in consultation with the chairperson and other tenured members of the department, deems that termination is dictated by the academic needs of the department or the College; or when the Dean, upon recommendation by the department chairperson, judges that the faculty member's performance has been less than adequate.

Termination resulting from a recommendation by the Third-Year Review Committee is based on grounds either that the needs of the department and/or College would best be served by such termination or that the faculty member has not met the performance criteria for continuation.

Except for terminations and dismissals for cause (see below), termination of employment of teaching faculty on a continuing appointment after the Third-Year Review but prior to the year appropriate for tenure consideration can be based only on changing College needs which require reduction in faculty size or departmental allocations. Prior to deciding on such termination, the President is to consult with the faculty member's department chairperson and with the Faculty Personnel Policies Committee.

Faculty members who are considered for but denied tenure or who are not recommended for tenure consideration in their sixth year of countable service are given a terminal appointment for the following year. Such a terminal appointment will remain in effect even if the faculty member

requests and is granted a leave or part-time status for part or all of that year.

In the case of faculty members ineligible for tenure (e.g., administrators, librarians, physical educators, and teaching faculty with half-time or more administrative duties), termination comes about after the President, in consultation with the Faculty Personnel Policies Committee, deems that termination is justified by a change in the needs of the College; or after the President, upon recommendation by the faculty member's supervisor, judges that the faculty member's performance has been inadequate.

Faculty members whose employment is terminated are entitled, if they make the request, to a letter from the President or Dean of the Faculty stating the reasons for such termination.

In all cases of terminations or dismissals for cause, procedures described in "Termination of Employment of Tenured Faculty" apply.

b. Notice of Termination for Non-Tenured Faculty

Faculty members who have been in the employ of the College for less than one year will be notified no later than March 1 of that academic year that they will not be reappointed for the following year.

Faculty members who have completed at least one year of service in the employ of the College will be notified no later than July 1, and preferably earlier, that they will not be reappointed after the end of the academic year following the notification.

These provisions do not apply to faculty members holding full-time administrative positions (deans, registrar, admission directors); their termination notices accord with guidelines stated in the *Administrative Personnel Handbook*.

c. Termination of Employment of Tenured Faculty

Termination of an appointment with continuous tenure, or of a continuing or terminal appointment prior to the end of the specified term, may be effected by the College only for adequate cause. Such terminations will be specified as either a termination for cause or a dismissal for cause.

i. Termination for Cause

Termination for cause can be made only on the basis of financial exigency, discontinuance of a program or department not mandated by financial exigency, or medical reasons.

For provisions and procedures governing termination for cause, the College will use as guidelines the 1976 Recommended Institutional Regulations on Academic Freedom and Tenure printed in the summer, 1976, *AAUP Bulletin*, pp. 186-187, with the following provisos for implementation at Lake Forest College:

In the decision to discontinue formally a program or department of instruction, the Trustees will give major attention to educational considerations recommended by the Academic Resources and Review Committee and by the faculty as a whole.

The College Council is to be consulted in any decision by the Board of Trustees that a condition of financial exigency exists or is imminent. After consultation

with the Academic Resources and Review Committee, the Promotion and Tenure Subcommittee, employing accepted standards of due process, should assume primary responsibility for recommending the status of individual faculty members.

ii. Dismissal for Cause

Dismissal for cause can be made only on the basis of professional incompetence or moral turpitude.

Dismissal for cause must be preceded by (1) discussions among the faculty member, the department chairperson, the Dean of the Faculty, and the President; (2) informal inquiry by an ad hoc committee appointed by the Faculty Personnel Policies Committee, which may determine whether in its opinion dismissal proceedings should be undertaken, without its opinion being binding on the President; (3) a statement of charges, framed with reasonable particularity by the President or the President's delegate.

If a statement of charges is presented to the faculty member and the faculty member wishes to contest it, a formal hearing will be held. The hearing committee will consist of all members of the Promotion and Tenure Subcommittee of the Faculty Personnel Policies Committee. In the case of a member of the PTS being considered for dismissal or other members deeming themselves disqualified for reasons of bias or interest, places on the hearing committee will be taken by former members of the PTS in order of the recency of their service.

Except when inconsistent with the provisions of this policy, provisions and procedures governing the hearing are those articulated under "Dismissal Procedures" in the Recommended Institutional Regulations on Academic Freedom and Tenure printed in the summer, 1976, issue of the *AAUP Bulletin*, pp. 188-189. After the hearing, formal dismissal can be made only by the Board of Trustees, upon recommendation by the President.

d. Physical Education Faculty

The following statement concerning the physical education staff was passed by the Board of Trustees on April 8, 1972:

Lake Forest College is committed to a concern for all aspects of the lives of its students, their bodies as well as their minds and characters. Toward that end, the College maintains a program of physical education, designed to provide physical fitness and certain skills in sports. The College also sponsors a wide variety of intramural and intercollegiate activities, which are seen as opportunities for students in recreation and in learning. The College believes, in short, in amateur athletics for professional students.

The physical education staff is employed and retained with a view toward serving students in the ways suggested above. Members of the staff, though not eligible for tenure, since that is a practice designed to assure the academic freedom of the classroom teacher, may anticipate reappointment provided that program needs justify such appointment and as long as they continue to promote in a satisfactory manner those sports which the College sponsors, and continue to assist students to develop physical fitness and athletic skills. If there is dissatisfaction with their performance (e.g., ineffective coaching, lack of personal leadership, inadequate skill and/or effort), their services might be terminated. Due notice

would be given in such an instance, following the procedure of I, C, 2, b. Members of the physical education staff would be subject to an annual review (a practice which is also followed with regard to faculty appointments and renewals).

3. GRIEVANCE

(Approved by Board of Trustees, September 29, 1984.)

a. Summary Conditions and Procedures

A faculty member who feels cause for grievance is expected to try to resolve the grievance by conferring with the person or persons against whom the faculty member has a complaint. If the matter cannot be thus resolved, the faculty member may petition the faculty Grievance Committee (hereinafter GC) for a recommendation concerning the following matters:

- i. denial of tenure or promotion, termination of employment of non-tenured faculty, or termination of employment for cause (not dismissal for cause);
- ii. salary, assignment of teaching duties, assignment of space or other facilities, assignment of committee responsibilities, or similar results of administrative decisions;
- iii. alleged handicap discrimination.

A faculty member who feels cause for grievance on the basis of a handicap discrimination which denies the member participation in or benefits of a College program or activity, in accordance with Section 504 of the Rehabilitation Act of 1973, should first present the grievance in writing to the Assistant to the President. Failing resolution, the matter can then be referred by the petitioner to the GC.

b. Composition of the Grievance Committee

The GC, elected each year by the faculty, consists of three members and one alternate member. Eligible candidates must be tenured and may not be department chairpersons, administrative officers, members of the Faculty Personnel Policies Committee, or faculty absent from the campus during part or all of the academic year because of leave status or academic responsibilities. The alternate serves in case a petitioner is a member of the same department as a regular GC member or in other cases of conflict of interest or practicality as determined by the GC.

Early in the academic year the chairperson of the Faculty Personnel Policies Committee should send to the faculty a ballot listing eligible candidates. Each faculty member may vote for up to three candidates. Names of the six receiving the larger number of votes will appear on a second ballot, from which each voter may pick up to three names. Elected members of the GC are those personnel with the higher number of votes, the fourth highest serving as alternate.

c. Petitions

Petitions presented to the GC should set forth in detail the nature of the grievance and should state against whom the grievance is directed.

d. Grievance Committee Procedures

The GC normally functions without a chairperson, members mutually agreeing on administrative details. Decisions are made by majority vote, but minority views may be expressed in the final recommendation.

The GC is responsible for making a tentative judgment on the relative merit of a petition. If, after initial consideration or at any time in subsequent investigations, negotiations, or deliberations, merit is found lacking, the GC may deny the petition. The decision and supporting reasons are to be furnished in writing to the petitioner, who then has no recourse within the College.

If the GC wishes to investigate the matter after initial consideration, it should convey the substance of the petition to the party against whom the petition is lodged and request a written response. The GC may seek additional information from the petitioner and from other relevant sources. It may also seek a settlement of the issue satisfactory to the parties. If the GC believes such a settlement is not possible or is not appropriate, and if it believes that there is merit in the petition, the following principles and procedures apply:

- i. In connection with grievances under a.i. above, the purview of the GC is restricted to procedural issues and therefore excludes consideration of substantive judgments of whether the petitioner merits tenure, promotion, or continued employment. In connection with grievances under a.ii. and a.iii. above, the GC is to weigh all relevant factors as presented by the petitioner and respondent(s) and otherwise discovered in its investigation. GC concerns should be guided by questions such as these: Was faculty policy followed? Was the decision conscientiously arrived at? Was appropriate evidence bearing on the decision sought out and considered? Was there adequate deliberation over the import of the evidence in the light of relevant standards and/or other concerns? Were irrelevant or improper standards or concerns excluded from consideration?
- ii. A GC finding of some merit in the petition takes the form of a recommendation of reconsideration, sent to the appropriate person(s), with a copy to the petitioner. The person(s) against whom the petition is lodged is thereby required to make a formal reconsideration, giving serious attention to, but not being bound by, the case as presented by the GC, and responding in writing to the GC and to the petitioner.

4. SEXUAL HARASSMENT STATEMENT

(Approved by Board of Trustees, December 13, 1986, amended on September 1, 1987)

a. Policy

It is the policy of Lake Forest College to maintain the College community as a place of work and study for staff, faculty and students free of sexual harassment. The violation of this policy by members of the College community, and all third-party individuals who serve the College community, can result in discipline and discharge for employees; discipline and dismissal of students; and such penalties, sanctions, and impositions against other individuals or parties as may be available to the College given the nature of the contractual or business relationship that may be established with such parties or individuals.

Sexual harassment complaints may only be processed under the terms of this policy and such complaints may not be presented or processed through any other internal complaint resolution or grievance procedure.

b. Definition

Sexual harassment is defined as unwelcome sexual advances (heterosexual or homosexual), requests for sexual favors (heterosexual or homosexual), and other verbal and physical conduct of a sexual nature when (1) submission to such conduct or communication is made either explicitly or implicitly a term or condition of an individual's employment or academic status, (2) submission to or rejection of such conduct or communication by an individual is used as the basis for employment or academic decisions affecting the individual, or (3) such conduct or communication has the

purpose or effect of substantially interfering with the individual's work, academic performance, or housing, or of creating an intimidating, hostile or offensive working or educational environment. An offensive or hostile environment will be judged to exist only where the offensive conduct continues over a period of time; a single or isolated instance is insufficient to establish a valid "offensive environment" claim.

Individuals who have been harassed as defined above because of their sex or sexual preference have recourse to formal and informal grievance procedures through the Sexual Harassment Hearing Board.

c. Sexual Harassment Hearing Board

The Sexual Harassment Hearing Board is composed of eight standing members, appointed by the President to staggered terms of two years each, after consulting with the Faculty Personnel Policies Committee, the officers of Student Government, and the officers of the Employee Advisory Representatives Committee (EAR). The President shall select the standing members of the board for their sensitivity to the issues with which the board deals and the respect they command within the College community. All members of the community may nominate individuals for board membership provided the nominees are willing to serve if appointed. Ideally, the standing members of the board will be composed of equal numbers of men and women, and will include at least two students, two members of the faculty, two members of the exempt administrative staff, and two members of the non-exempt bi-weekly administrative staff.

No more than four members of the standing board will hear any case involving sexual harassment as designated under the section, "The Hearing." The two student board members may only be selected to hear cases in which a student is involved as either complainant or accused. In all other cases, the Hearing Board may be selected only from the remaining six board members.

The chairperson of the board shall be designated by the President.

d. Initiating a Complaint

(Amended by Board of Trustees, May 12, 1989)

A complaint of sexual harassment must be initiated within 180 days of the alleged harassment or culminating incident of harassment. A member of the College community may talk with any standing member of the board about sexual harassment. Board members will provide information about the review procedures and their possible outcomes. A board member may encourage an individual to talk directly with the person whose behavior has given rise to the complaint. Provided the complainant agrees, a board member may discuss a complaint with other board members, but will identify the complainant only if he or she authorizes such identification and will identify the person complained against only if the complainant agrees to be identified.

e. Informal Mediation

Informal mediation is required before a formal complaint of sexual harassment is filed.

The complainant must select a member of the standing board to act as mediator. A board member who judges that a complaint does not warrant mediation may decline a request to mediate. Likewise, a board member who considers himself or herself unsuitable to act as a mediator shall identify another member of the board for the complainant who will be willing to serve as mediator. (A board member may decline to serve as mediator because of his or her particular relation to the person against whom the complaint is lodged, after explaining this to the complainant and obtaining permission of the complainant to talk with other standing members of the board about the case.)

A person seeking mediation must agree to be identified to the person against whom the

complaint is lodged. The mediator shall begin mediation efforts promptly, and shall report the results of mediation promptly to the complainant.

A mediator may talk about a specific case with other members of the board only with the permission of the complainant, and will identify the person against whom the complaint is lodged only if the complainant agrees to be identified. A mediator may also discuss a case with the chairperson of the board and/or with the appropriate Officer of the College, although only with the mutual consent of the complainant and the person against whom the complaint is brought.

When mediation does not resolve the issue to the satisfaction of the complainant, the complainant may lodge a formal complaint with the Sexual Harassment Hearing Board.

f. Formal Complaints

Individuals who wish to lodge a formal complaint may do so until up to thirty days after the conclusion of mediation.

A person who wishes to lodge a formal complaint should contact the chairperson of the Sexual Harassment Hearing Board. A formal complaint must be lodged in writing and be accompanied by a signed statement detailing the complaint. The complainant shall submit the statement of complaint to the chairperson of the board, who shall give copies of it to the person complained against and to members of the Hearing Board. If the complaint has no merit as judged by the board's objective standards, the board may refuse to investigate further, and the case is dropped.

The chairperson shall next provide copies of the complaint to the appropriate College officer: a complaint against a student to the Dean of the College, a complaint against a faculty member to the Dean of the Faculty, and a complaint against another employee or a third party to the appropriate officer of the College. The officer may, upon request of either party, try to separate the working, living or academic arrangements of the complainant and the accused.

When a formal complaint is filed, the person accused of sexual harassment will be invited to submit a written response to the complaint. However, a formal reply is not required, and no adverse conclusions will be drawn if a formal reply is not provided. The chairperson of the board shall give copies of the response, if any, to the complainant, the officer of the College dealing with the complaint, and to the other members of the Hearing Board.

g. The Hearing

The complaint shall be heard by the Sexual Harassment Hearing Board, of whom *at least* three must be present to constitute a hearing, including one named by the complainant, one by the individual against whom the complaint is made, one by the College's personnel officer, and the chairperson of the committee.

At the hearing, either party has the right to be accompanied by and/or represented by a counselor of his or her choosing, who is a member of the College community; a counselor may advise the complainant or the accused, but may not participate directly in the hearing.

The Hearing Board shall interview the parties together so that there is an opportunity to discuss all allegations. The Hearing Board shall decide what further evidence or witnesses are necessary before reaching the final determination.

The Hearing Board shall be guided by the following standard in determining whether a complaint of alleged sexual harassment has merit: the conduct complained of must be offensive to

an average individual in the same or similar working environment.

Both parties shall have an opportunity to hear all witnesses and review all further evidence received by the Hearing Board. The Hearing Board shall retire to an executive session to reach its determination as to the presence of sexual harassment. It will present its findings in writing within one week of concluding its deliberations to the officer(s) of the College who supervises the individual(s) involved, with copies to those individuals.

h. Appropriate Discipline

The officer of the College and the Hearing Board shall together talk with both the complainant and the person against whom the complaint has been lodged.

After talking with the complainant and the accused, the officer of the College, in consultation with the Hearing Board, shall take the action judged to be appropriate.

After acting, the officer shall prepare a written statement outlining the action taken, and shall give copies of this statement to the complainant, the accused, and members of the Hearing Board.

Written records of sexual harassment complaints and the investigation of those complaints will be retained in accordance with applicable regulations, but only on a confidential basis and will be separated from other personnel or student records.

Normally officers of the College and board members may discuss a formal complaint identifying individuals only with other officers of the College and members of the board, the complainant, and the person against whom the complaint is lodged. If it seems appropriate for an officer of the College or a member of the board to discuss a complaint with other members of the community, he or she may do so only with the approval of the board.

i. Annual Report

At the beginning of each academic year, the board shall report on the previous year's activities. Its report shall include the number of individuals who came to board members for help during the past year, the number of requests for mediation, the number of formal complaints that were lodged, and the kinds of behavior that gave rise to complaints. The board shall submit its report to the President, who shall publicize it to the College community. The report shall not mention the name of any individual or identifying details of any case.

D. MISCELLANEOUS EMPLOYMENT REGULATIONS

1. ADDITIONAL EMPLOYMENT

(Faculty Meeting, February 14, 1978; amended December 7, 1983)

A full-time faculty member may not accept regular employment outside Lake Forest College during the academic year without prior written consent of the Dean of the Faculty. Normally, permission to accept such employment will be given only if the work is in the interests of Lake Forest College. This policy is not intended to discourage a member of the faculty from receiving fees or honoraria for a limited involvement in activities such as consulting, lecturing, counseling, creating art works, stage performing, or writing, but is intended to proscribe continuing remunerative activities that do not benefit the College and that consume a significant amount of a faculty member's time during the academic year.

2. USE OF CAMPUS FACILITIES

(Board of Trustees, March 11, 1978)

College offices, laboratories, and classrooms may not be used to provide on-campus services to any person from whom payment to an individual is anticipated without the written consent of the Dean of the Faculty or the Vice President for Business Affairs, which must be renewed annually.

Faculty and staff of the College may not use College facilities or College personnel for any purpose in connection with a private counseling or clinical practice.

3. LEAVES OF ABSENCE

Leaves of absence for up to one year will not ordinarily affect normal consideration of a faculty member for a salary increase or for promotion. If an exception to these policies is to occur, notice of such exception must be given to the faculty member in writing at the time the leave of absence is granted. For the policy regarding leaves of absence for non-tenured faculty, see I.D.5-8.

4. SABBATICAL LEAVES

(Board of Trustees, September 14, 1974; amended Faculty Meeting, March 6, 1979; amended Board of Trustees, May 6, 1988; February 17, 1989; Faculty Meeting, May 1, 1991; Board of Trustees, September 28, 1991)

Teaching faculty at Lake Forest College are expected to put much time and energy into their profession during the academic year--in teaching, course preparation, evaluation of student work, advising, committee service, and participating in the cultural and social life of the College. Typically they have only limited time for professional presentations, research, or creative projects except during summers and other times when classes are not in session. Given these expectations and demands, the College believes it is vital to provide sabbatical leave opportunity so that teaching faculty can renew their pedagogical enthusiasm, creativity, and commitment. That renewal might take various forms, depending on the individual. For many, a period of concentrated research aimed at publication will be most invigorating. Others might need a setting for artistic endeavors. For still others the best plan might involve studying a new field. The College will consider all plans that are thoughtful and detailed, provided that they present a clear and realistic statement of anticipated benefits to the College--whether to its students, to a particular department or other academic program, or to the prestige of the institution via individual faculty achievements.

Because any sabbatical leave policy entails considerable costs to the College, it is vital to articulate a clear set of principles and procedures for its enactment.

These are the principles at Lake Forest College:

- a. Normally only tenured members of the teaching faculty are eligible to apply for sabbatical

leave. Exceptions must be approved by the Faculty Personnel Policies Committee (FPPC).

b. The sabbatical must clearly serve the interests of the College, directly or indirectly.

c. Except where College needs dictate otherwise and require part-time replacement, courses normally taught by the person on leave will be postponed or taught by someone else in the department.

d. Department chairpersons and the Dean of the Faculty should anticipate sabbatical leave requests so as to avoid undesirable curricular repercussions.

e. Faculty on sabbatical leave are expected to return to the College for the academic year following the leave.

f. Leaves may be granted in accordance with these programs, subject to the provisions of the following item g.

i. After three years of countable service, a leave of one semester at 3/4 salary.

ii. After six years of countable service, a leave of one semester at full salary or one academic year at 3/4 salary.

iii. Faculty who must delay their sabbaticals because of department or College needs (as determined by the FPPC) may choose one of these alternatives:

(a) the amount of time delayed (but no more than three years) may be applied to eligibility for the subsequent sabbatical; but three years of countable service must still separate any two sabbaticals.

(b) the amount of time delayed may be translated into a sabbatical salary increment in accordance with these norms:

(i) for semester sabbaticals under f.i. above: one semester delayed: 5/6 of salary; two semesters: 11/12; three semesters: full semester salary.

(ii) for semester sabbaticals under f.ii. above: no increment.

(iii) for academic year sabbaticals: one year delayed: 5/6 of salary; two years: 11/12; three years: full salary.

iv. For faculty applying for their first sabbatical leave at the College, options iii.(b)(i) and (iii) are also available by choice rather than because of department or College needs.

g. In spite of the range of possible sabbatical leave endeavors, the College wishes to promote sabbatical leave requests which include "outside" funding. To that end, these further provisions will govern considerations of applications and the amount of sabbatical pay:

i. Sabbatical leave applicants are expected to have made a serious effort to explore the possibilities of outside funding for all or some part of their anticipated salary and expenses.

ii. Whenever feasible, a sabbatical leave application should be accompanied by a copy of a bona fide application for funds from an outside granting agency.

- iii. That portion of any grant salary amount, excepting summer external support, which would otherwise result in a total salary between 100% and 120% of full academic year salary will be split evenly between the applicant and the College (by reduction of the amount the College would otherwise contribute).
- iv. The maximum amount of College and grant salary is 110% of full academic year salary, excepting external summer support.
- h. The College's contributions to an IRA account (TIAA/CREF) and to FICA, both of which are based on salary, are limited to that portion of the salary which it is actually paying the faculty member (exclusive of salary via an outside grant). All other benefits are paid in full.
- i. Ordinarily faculty on sabbatical leave are not permitted to teach at another college or university. In unusual circumstances permission may be granted, upon recommendation by the FPPC, to accept such employment provided it is for not more than one-fourth time.

These are the procedures:

- i. Well in advance of submitting an application for a sabbatical leave, the applicant must confer with the Dean of the Faculty or someone designated by the Dean to explore the possibilities of outside grant funding.
- ii. Applications must be submitted to the Dean of the Faculty by October 1 of the year prior to the academic year for which the leave is proposed. The application should include the following:
 - (a) a detailed description of specific plans for the sabbatical leave;
 - (b) a description of the expected outcome;
 - (c) an assessment of the value of the leave for the College;
 - (d) a description of the exploration for outside grant funding, based on the meeting with the Dean or the Dean's designate;
 - (e) a statement from the department chairperson addressing the impact of the leave on the department's curriculum;
 - (f) where applicable, a copy of the report on the previous sabbatical leave;
 - (g) where applicable, a copy of any grant applications for the sabbatical leave period.
- iii. Sabbatical leave applications will be reviewed by the FPPC, which may ask the applicant to modify or develop the proposal in ways that might more effectively achieve the purposes of individual and institutional renewal. By November 1 the FPPC makes its recommendations on the applications to the President.
- iv. If a subsequent change in plans becomes necessary, a revised proposal stating the reasons must be submitted to the Dean of the Faculty for approval.
- v. No later than one month into the semester following its completion, sabbatical leave recipients must submit to the Dean of the Faculty a report describing their activities and accomplishments. Such reports become a part of the faculty members' records to be considered in evaluating total performance and in judging future sabbatical leave requests.

5. JUNIOR FACULTY DEVELOPMENT POLICY

(Approved by the Faculty on April 7, 1993.)

The College has two programs to provide junior faculty with leave or course reductions. Hotchkiss Fellowships (Part a.) are competitive awards to provide a semester for scholarly or creative projects. The course reduction policy (Part b.) allows junior faculty who are not Hotchkiss Fellows to receive a two (2) course reduction in teaching load for either course development, or scholarly or creative projects. In both cases, it is expected that released time to concentrate on non-teaching duties will enable faculty members to return to the classroom with renewed vigor.

a. Hotchkiss Fellows Program for Junior Faculty. The program is named in honor of Eugene Hotchkiss, President of the College from 1970-1993, who placed great importance on the support and professional development of junior faculty. Endowed by the Hotchkiss Fund, this competitive program awards annually up to two half-year, fully paid sabbatical leaves to junior faculty. Eligible applicants may not have received more than one year countable service upon appointment, and must have passed successfully the third-year review. Hotchkiss Fellows will be selected for their teaching excellence and scholarly promise, and the quality of their research proposal. Fellows may take their sabbatical leave during their fourth or fifth year of service at the College, to be arranged in consultation with their department. In all cases the fellowship must be taken in a year prior to the year of tenure review.

Applications must include:

- i. A description of the significance of the proposed work to the applicant's field;
- ii. A plan, describing the feasibility of the work, providing detailed information about the creative project, research, or writing, including a statement describing the current state of the project if it is ongoing, its anticipated outcomes, and its importance to the professional development of the applicant;
- iii. Expectations for the publication of the findings or for presentation of creative projects.

The application, a curriculum vitae, and a supporting letter from the Department Chairperson should be submitted to the Dean of the Faculty in the third year, normally by March 1, for review by a committee appointed by the Faculty Personnel Policies Committee. This committee shall be composed of senior faculty from all three divisions. Awards will be based on 1) the quality of the application, 2) teaching performance, and 3) scholarly promise. The semester-long sabbatical leave under the Hotchkiss Fellows Program will normally be considered as countable service for tenure and promotion, but those individuals holding the Fellowship will not serve on elected college committees during the year of the leave. This constitutes an exception to Section B. 3., Countable Service for Review, Tenure and Promotion, in the Faculty Handbook. During the semester immediately following the leave, junior faculty will submit a written report to the Dean of the Faculty describing work accomplished. The Hotchkiss Fund will support the cost of hiring replacement faculty in the Fellow's department.

b. Reduction in Teaching Load. This program will be in effect when funds are available. Junior faculty, other than Hotchkiss Fellows, who have passed successfully the third-year review, will be granted a one-course reduction in teaching load in each of two semesters or a two-course reduction in teaching load in one semester at any time during the fourth and fifth years of service to the College. Timing of the course reductions will be determined in consultations with department chairs. In all cases the course reduction must be taken in a year prior to the year of tenure review.

During the semester(s) affected by this provision, junior faculty are ineligible for any additional course reductions, and are expected to fulfill other duties, including student advising and committee service. During the semester immediately following the course reduction, junior faculty will submit a written report to the Dean of the Faculty describing the work accomplished. The College will support the cost of hiring replacement teacher(s) in the faculty member's department.

6. NEWBORN CHILD LEAVE POLICY*

(On May 6, 1988, the Board of Trustees approved the following Newborn Child Leave Policy; amended September 1988; amended May 12, 1989; amended September 1992.)

* Refer to I.D.7. for the policy on leaves for childcare purposes and to I.D.8. for the policy on family medical leaves. Use of newborn child leave constitutes leave under the Family Medical Leave Act.

a. A full-time teaching faculty member will be entitled to a paid leave in the case of the birth, or adoption of a newborn child, where the faculty member is the primary caretaker of the child. The College may require appropriate documentation to support the leave request.

i. The faculty member may take a leave of absence for a full semester and receive three-quarter salary for the year with full medical benefits plus all other benefits for which the faculty member qualifies, pro-rated accordingly. The faculty member may elect to receive salary in one of the following patterns:

(a) Half-salary for six months and full salary for the other six months; or

(b) Three-quarter salary for the full year.

(Under this form of leave, the faculty member may be replaced within the department for the term of the leave.)

ii. The faculty member may also elect the option to teach five courses over the academic year, (or their equivalent for the natural sciences) while continuing non-classroom activities such as advising and receive full salary and medical benefits.

iii. A female faculty member may also take a medical leave of absence from her position. In accordance with current policy, pregnancy and childbirth, and recovery therefrom, are regarded as "temporary disabilities." Full pay will be provided for such medical disabilities for up to 90 days. If the disability continues beyond the 90-day period, the individual will receive compensation in accordance with long-term disability insurance. The determination of the length of time an employee will require for leave is a medical decision between that individual and her physician.

(Under this form, the faculty member will not be replaced within her department.)

b. Any faculty member who takes a newborn child care leave within his/her tenure probationary period may choose to exclude that year from countable service toward tenure. This exclusion must be requested prior to the beginning of the academic year following exercise of option i, ii, or iii, and may be taken no more than two times.

c. To assure the adequacy of the academic program, faculty members expecting to require such leave should confer with their department chairperson as early as possible.

7. LEAVES WITHOUT PAY

(Amended by the Board of Trustees, May 15, 1981, amended by policy change, September 1988)

* Refer to I.D.8. for the policy on family medical leaves.

In addition, leaves of absence without salary may be granted upon application if the intended use of the leave seems to be in the best interests of the College as well as the faculty member and if a suitable replacement can be found. The College pays no benefits for a faculty member on leave of absence without salary, except that faculty members receiving income from the College's long-term disability insurance plan are eligible for the tuition benefit for their dependent children at Lake Forest College only, subject to the same limitations and requirements stated for the tuition benefit for a teaching faculty member.

While on an educational leave of absence, other than sabbatical, an eligible employee may elect to continue coverage in the group major medical plan for up to two years. In these circumstances life insurance coverage must be based on the College's "assumed earnings" figure which would be the salary the employee would have earned had he or she not taken the leave and continued to work directly for the College. Life insurance will *not* be based on the earnings the employee receives from the grantor. In order to enact this coverage the employee must notify Personnel in writing within 31 days of the commencement of the leave and agree to reimburse the College for the premiums payable where applicable or to have the grantor submit the premiums to the College. Long term disability insurance is not available while on a leave without pay.

Leaves of absence for child care purposes are considered leaves without salary; such leaves must be requested as early as possible, for periods of time concurrent with an academic term.

Leaves without pay should not exceed one academic year in length or extend over parts of two succeeding academic years, nor come more frequently than once in three years. Exceptions to this rule are possible for such purposes as public service.

8. FAMILY MEDICAL LEAVE

(Formal approval of the specific language by the Board of Trustees is pending, but Lake Forest College is already extending the benefits of the federal Family Medical Leave Act to its faculty and other employees.)

a. Eligibility. A faculty member with 12 months of cumulative service (interpreted to mean two full academic semesters) and who has worked at least 1250 hours (interpreted to mean teaching more than three courses and interpreted for other members of the faculty to be greater than half time) in the 12 months immediately preceding the request for leave is eligible for up to 12 weeks (interpreted for teaching faculty to mean up to one semester) of unpaid time off in any 12-month period (at Lake Forest College this means June 1 to May 31) for the following reasons:

- i. To care for the employee's newborn child, newly-adopted child, or newly-placed foster child. (See item I.D.6. above for Lake Forest College's policy for paid leaves for newborn children and see item I.D.7. above for additional information on leaves for child care purposes.)
- ii. To care for a spouse, child, or parent who has a serious health condition, defined as an illness, injury, impairment, or physical or mental condition that involves: (1) an overnight hospital stay; (2) an absence of more than three consecutive calendar days and continuing treatments; (3) an incapacity due to pregnancy or prenatal care; or (4) a chronic or long-term incurable or incapacitating illness. (See the College Business Office for more detailed definitions.) A serious health condition

does not include, for example, minor or routine ailments such as a common cold, upset stomach, headaches, or routine dental problems.

- iii. The faculty member's own serious health condition. (See the College Business Office for more detailed definitions. Also note that, in accordance with current policy, full pay will be provided for temporary medical disabilities for up to 90 days. And, if the disability continues beyond the 90-day period, the individual will receive compensation in accordance with long-term disability insurance.)

b. Benefits.

- i. The Family Medical Leave Act requires that eligible employees be given unpaid leaves of up to 12 weeks (interpreted for teaching faculty to mean up to one semester) of unpaid time off in any 12-month period (at Lake Forest College this means June 1 to May 31).
- ii. During the period of leave the College will continue to provide insurance benefits (per item I.E.3.), educational benefits (per item I.E.9.), college housing (per item I.E.10.), and second mortgages (per item I.E.11.). (Note that for unpaid leaves the employee-responsible portion of dependent medical insurance premiums must be paid directly to the Business Office.)
- iii. A faculty member who takes a family medical leave for an entire semester during the tenure probationary period may choose to exclude that year from countable service toward tenure. This exclusion must be requested prior to the beginning of the academic year following the family medical leave.

c. Requests. To request a family medical leave, the faculty member needs to submit a completed "Employee Leave Request Form." The form is available in the Business Office and should be submitted--at least 60 days in advance when possible--to the Dean of the Faculty. To assure the adequacy of the academic program, faculty members expecting to request such leave should confer with their department chairperson as early as possible. (Under this form of leave, the faculty member may be replaced within the department for the term of the leave.)

d. Substitution of Paid Leave. Any paid time off for which the faculty member may be eligible such as that provided for under the Newborn Child Leave policy may be applied to FMLA leave and will reduce the amount of the FMLA leave available to be taken.

e. Certification, Recertification, and Documentation. Where faculty members request a leave of absence because of a serious health condition for themselves or an immediate family member, the College requires that the leave request be supported by a medical certification issued by a licensed healthcare provider. Certification forms are available in the Business Office. In any case where there is reason to question the validity of the certification, the College may require, at its own expense, a second opinion for a healthcare provider other than the healthcare provider utilized by the employee. Where the second opinion differs from the original certification, the College may require, again at its own expense, a third medical opinion which will be final and binding on all parties. The College may also require a faculty member on FMLA leave to provide medical recertification of a need to continue on the leave. Ordinarily, recertification will only be required every thirty days but when requested recertification must be furnished no later than fifteen days following receipt of the request.

f. Intermittent and Reduced Schedule Leave. Faculty members who request FMLA leaves because of the serious health condition of a parent, spouse, child, or themselves may take their leaves

intermittently or on a reduced schedule when *medically necessary*. When medical leaves are taken on an intermittent basis, the twelve-week maximum leave time will be calculated based on the actual time off. However, a faculty member who is taking intermittent leave on a reduced schedule may be transferred by the College to an equivalent alternative position with equal pay and benefits if that position better accommodates the disruptive effects of the intermittent leave.

g. Return from Leave. Upon return from FMLA leave under this policy, a faculty member will be placed in the same position held when the leave commenced or an equivalent position with equivalent pay, benefits, and other terms and conditions of employment. Where the leave is the result of an employee's own serious health condition, the College will require medical certification from the employee establishing that he/she is physically able to resume work as a condition of reinstatement from any medical leave under this policy.

E. FACULTY SALARIES AND FRINGE BENEFITS

1. FACULTY SALARIES

Salaries of full-time members of the teaching faculty are paid in twelve equal installments, always on the first business day of each month, beginning with September. Salary checks may be direct-deposited, or placed in campus mail boxes unless the Business Office is instructed otherwise. It is customary to send to each faculty member written notice of the salary for the coming year following the spring meeting of the Board of Trustees, at which time the budget for the next year is approved.

2. RETIREMENT INCOME

(Amended September 1, 1987; January 1, 1989)

The College provides a retirement program through the Teachers' Insurance and Annuity Association. The following provisions apply:

All faculty teaching three or more courses per academic year, and all professional personnel employed half-time or more, after completion of two years of service and twenty-one years of age, are eligible for participation in the T.I.A.A.-C.R.E.F. retirement program.

Lake Forest College makes the entire required contribution to the T.I.A.A.-C.R.E.F. for eligible members. Full-time members of the faculty may make an additional contribution from their salaries through a salary "reduction" plan. "Salary Reduction Annuity" is a form of contract for employees who want to set aside tax deferred funds over and above amounts being accumulated under their institution's basic retirement plan. Information about this option may be obtained from the Personnel Office.

The College's contribution is 10% of the annual salary for all eligible participants.

3. INSURANCE PROGRAM - FULL-TIME EMPLOYEES

(Amended by Board of Trustees, March 7, 1981; amended October 1, 1993)

a. The full health insurance premium for an employee is paid by the College. Effective September 1, 1993, the cost for dependent group health insurance is contributory and ranges from 25% to 50% of the premium. For salaries below \$30,000, 25%; \$30,000-34,999, 30%; \$35,000-39,999, 35%; \$40,000-44,999, 40%; \$45,000-49,999, 45%; and over \$50,000, 50%. Terminated employees, faculty on leaves without pay, and/or dependents of insured employees ineligible for

continued coverage due to age, divorce, or death may elect to continue coverage at their own expense at 102% of current premium. Length of continuation is determined by law and circumstances of ineligibility. Details of the insurance plan are published in the Summary Plan Description booklet which is available at the Business Office.

b. Life insurance and accidental death and dismemberment benefits in the amount of one and one-half times salary, rounded to the next highest \$1000, to maximum of \$300,000, is carried by the College at no cost to the employee, up until age 70. Reduced amounts of coverage occur after age 70.

c. A long-term disability insurance plan for all employees of the College is provided. This fringe benefit provides income (consult your copy of "Group Benefits Plan") for total disability after 90 days from the beginning of the disability. The premium will be paid by the College. The insurance company pays 66-2/3% of the monthly salary, coordinated with Social Security Disability Benefits, up to a maximum of \$8,000 of payment per month during the period of disability. The T.I.A.A.-C.R.E.F. premium currently being paid by the College is paid by the insurance company to a maximum of \$800.00 per month, provided the employee is then on the T.I.A.A.-C.R.E.F. plan.

4. MOVING EXPENSES

(Approved by Board of Trustees, December 13, 1986)

The College will reimburse a full-time faculty member for part of the moving expenses incurred during the initial move from the faculty member's former principal place of residence to Lake Forest in connection with a new appointment at the College. The cost of moving normal household goods and books, but not special costs for moving pets, will be considered. It is recommended that sending books by mail be considered as a less expensive alternative. **The College will not reimburse faculty members for travel and/or lodging and meal expenses for themselves or any member of their family during the move.** Reimbursement will be actual costs, not to exceed the maximum determined by distance of residence to Lake Forest, as follows:

<u>Air Miles</u>	<u>Maximum Benefit²</u>
less than 250	\$ 500
500	1,000
750	1,500
1,000	2,000
1,500	3,000
over 1,500	3,500

When a faculty member accomplishes the moving by renting a commercial truck or trailer, the following items may be included in the total moving expense: rental of truck or trailer, gasoline, reasonable labor costs for loading and unloading, and reasonable costs of packaging materials. The College will not be responsible for any loss or damage.

The College will not reimburse for storage costs. Reimbursement for moving expenses is generally taxable income and is reported as such by the College to the Internal Revenue Service.

The College recommends the use of Global Van Lines, Inc., A. M. Express Relocations, Presbyterian Church (1-800-955-9195) for new faculty due to their significant discounts. New faculty are to call and ask for the Administrator of the Presbyterian account.

5. ATTENDANCE AT PROFESSIONAL MEETINGS

(Amended by the President upon recommendation of FPPC, September, 1981; November 1987; September 1988)

The College encourages attendance at professional meetings and will compensate for expenses incurred, provided the following guidelines are met:

a. Eligibility

- i. Full-time faculty members on a continuing or tenured appointment, provided they carry at least a half-time teaching load, may receive compensation for major expenses incurred while attending one professional meeting in a given appointment year. There will be no compensation if a faculty member's appointment is temporary (one year or less) in nature.
- ii. Faculty members are eligible during a year when they have a sabbatical, whether the sabbatical is for half a year or a full year. Faculty members on other kinds of leaves are not eligible whatever the length of absence.
- iii. Other teaching faculty are not eligible unless the Dean of Faculty determines that their attendance at a meeting is clearly to the benefit of the College.

b. Travel Compensation

In order to keep the total costs of attendance at professional meetings and conferences within the budget allocation for a given year, the Dean of the Faculty will decide at the beginning of the academic year whether 100% or some lower percentage of the figure calculated according to the guidelines will be paid.

Faculty shall be reimbursed for actual charges incurred in travel as follows:

- i. For hotel accommodations up to \$70.00 per day, with a four-day maximum.
- ii. For travel
 - (a) by air, at no more than the lowest reasonable fare, with ground transportation costs excluded except in unusual circumstances;
 - (b) by automobile, at the rate established by the IRS for previous year for the owner of the vehicle, not to exceed the lowest reasonable air fare;
 - (c) by train, at a ticket cost plus meals on the train, not to exceed the lowest reasonable air fare.

Note: To assure compensation at the maximum rate for all attending professional meetings, FACULTY ARE EXPECTED TO MAKE TRAVEL ARRANGEMENTS SUFFICIENTLY IN ADVANCE IN ORDER TO TAKE ADVANTAGE OF THE LOWEST REASONABLE AIR FARE AND SPECIAL FLIGHT AND ACCOMMODATION RATES. If substantially lower fares are obtained by staying longer (for example, Saturday night), reimbursement for the hotel will be made if there is a net savings to Lake Forest College.

Travel accident insurance is provided for all active full- and part-time officers, department heads, and faculty members through an ACM group policy. It covers death, dismemberment and

disability resulting from an accident while traveling on behalf of the College. Your group insurance beneficiary applies. A copy of the policy is in the Business Office. Benefit level is two times base salary, with a minimum coverage of \$50,000, and a maximum coverage of \$300,000.

c. Travel Outside Continental United States

A faculty member may receive compensation for attending a meeting outside the continental United States once every three years. In such cases, the faculty member will be allowed travel compensation not to exceed \$700 toward the cost of transportation; the restriction of a maximum of \$70.00 for hotel accommodations for up to four days will apply. Travel to conferences in Canada is regarded as domestic rather than foreign travel.

d. Procedures

The Dean of the Faculty's office provides forms to be used for requesting compensation for travel costs. Documentation of expenses incurred must be attached. Faculty members who wish to charge the purchase of air or rail tickets for trips that fall under the above guidelines must pick up a signed purchase requisition in the office of the Dean of the Faculty. The Lake Forest travel agencies will honor such requisitions. If tickets are purchased at travel agencies elsewhere, reimbursement can be made only after submission of all expense documents.

6. SUMMER RESEARCH GRANTS

Summer research grants to cover the costs of research are available to full-time instructors and assistant professors (not on tenure). Application must be made by a designated time preceding the summer during which the grant is to be used. Eligibility for a grant is not a guarantee that a grant will be awarded, since budget limitations may prevent awarding grants to all applicants.

Summer research grants, even though awarded several months before their effective date, are canceled for persons who resign effective on or before August 31 of the summer during which the grant would have been used. Any faculty member who resigns after the receipt of such a grant and who will not be continuing on the faculty at the beginning of the new academic year will be required to refund the full amount of the grant.

7. INDIRECT COSTS POLICY

(Adopted by Administration, with FPCC approval, and accepted by the Board of Trustees on May 11, 1990)

Indirect costs are those costs incurred for the general support and management of sponsored activities but that cannot be directly attributed to a particular activity. In essence, a funding agency pays for the use of an institution's facilities.

Indirect costs are computed costs and allowed as a percentage of "direct salaries and wages including vacation, holiday, and sick pay but excluding other fringe benefits." This rate, at 57.5% through May 31, 1999, was approved by the Department of Health and Human Services as a result of a proposal prepared by the Vice President for Business Affairs in accordance with specific rules and regulations. "Gray areas," those not precisely defined as direct or indirect operating costs, are negotiated by the Federal reviewer and the Vice President. It has been the policy at Lake Forest to concur with the reviewer in reducing indirect costs, thereby reducing the rate.

In an effort to encourage research, the following policy was in effect for grants --new or renewals-- that have a starting date on or after 6/1/90. For those grants awarded the full indirect cost rate, 75% of the awarded indirect costs will be allocated to the College's general revenues and 25% will be allocated for the general use of the department. These funds may be used for equipment, travel, personnel, etc. and such

determination will be made by the Dean of the Faculty, chairperson of the department, and the grantee. Such expenditures must be all inclusive, i.e., all personnel fringe benefits must be included. For those grants awarded less than the full indirect cost rate, the grantee's 25% allocation is depleted first. In other words, the lower negotiated rate is not shared on a prorated basis by the grantee and the College, but borne by the grantee. All grants with lower than negotiated rates must be approved by the Dean of the Faculty and the Vice President for Business Affairs.

8. CAPS AND GOWNS

The College provides faculty with caps and gowns (but not hoods) which may be kept as long as faculty remain at the College.

9. EDUCATIONAL BENEFIT

(Amended by the Board of Trustees, May 15, 1981; December 10, 1983; December 13, 1986; May 12, 1989; March 1, 1996)

The purpose of the education benefit program at Lake Forest College is to assist employees and their dependents in obtaining their first Baccalaureate Degree.

Lake Forest College will contribute toward the costs of college tuition, at colleges and universities other than Lake Forest, of dependent children of full-time faculty members. The contribution is the actual cost of tuition up to a maximum of 30% of the college's tuition, per fiscal year, subject to review every three years.

No contribution will be made to cover costs not included in the comparable charge to other students who attend Lake Forest College. This means that room, board, student insurance, activity fees, and like items are excluded. Payment is made directly to the college or university in which the son or daughter is enrolling once the Business Office has been provided the appropriate billing statement.

Spouse and dependent children of full-time faculty members will receive the tuition benefit in regular undergraduate classes at Lake Forest College until the first Baccalaureate Degree is obtained, or the benefit has been provided for the equivalent of four academic years as a full-time student, whichever time is less.

A dependent's eligibility for the educational benefit is limited to four academic years of undergraduate work, or until a Baccalaureate Degree has been awarded, whichever is less. If such benefit is to be used at Lake Forest College, then the regular admission requirements of the College must be satisfied as a prerequisite to the utilization of this benefit. Graduate or professional study for a dependent will not be subsidized. At Lake Forest College the dependent will be charged an admission application fee, the student activity fee, and clinic fee. If the dependent elects to be a resident student, room and board will be charged as with all such students and the appropriate room deposit will be required. *Under no circumstance will the tuition benefit be available beyond the equivalent of four academic years of study (tuition benefit to mean either support paid to another college or tuition remission at Lake Forest College).* Such eligibility is defined as 8 semesters or twelve quarters. When a dependent attends more than one institution, his or her remaining eligibility is determined by the proportional sum remaining from the limits defined above.

Faculty members need to consider carefully whether or not they wish to use this benefit for a dependent's attendance in summer school. At most institutions the definition of a full-time student during the summer is considerably different than in the academic year. If a dependent who is receiving benefit support at another college or university attends Lake Forest College during the summer, the tuition benefit afforded the attending student will be pro-rated against his/her tuition benefit for the next academic year (e.g., taking 1 course will mean the student's tuition benefit for the next academic year will be 7/8 the academic year benefit).

To encourage both faculty members and spouses with a Baccalaureate Degree to enroll in undergraduate courses at Lake Forest College, the audit benefit will be provided such individuals provided space is available in the class. Private lessons, workshops, tutorials, and independent study are not included, nor is any course work leading to an M/LS degree.

The tuition benefit as described above ceases upon retirement of the faculty member or upon death, termination, or total disability of the faculty member before retirement. However, if death or total disability occurs during an academic year the benefit will continue for the remainder of the academic year. Further, if the faculty member has served the College for seven full years as a full-time faculty member, children who were claimed as his/her dependents in the taxable year preceding death and who were in Grade 7 or higher at the time of the death will be eligible for the benefit *at Lake Forest College*, subject to the same limitations and requirements stated for the tuition benefit to faculty who are not retired.

It will be *the obligation of faculty members* to make application for their spouses and children for the monetary award from the Illinois State Scholarship Commission in all cases when attendance at Lake Forest College is anticipated. This application must be made on a yearly basis and the established deadline must be met. Such dependents are eligible for that portion of tuition and mandatory fees not covered by a monetary award from ISSC.

The faculty member will be required to certify, in writing, that the son, daughter or spouse was claimed as a dependent for the taxable year prior to the term of enrollment *and will be claimed in the calendar years in which enrollment takes place*. Eligible employees of the College may be asked to submit the appropriate 1040 form for verification of eligibility.

Applications for this benefit are due by March 1 each year.

The dependent children of full-time teaching faculty and full-time non-teaching faculty are eligible to participate in the Associated Colleges of the Midwest (ACM) TREP Program. This program is a tuition exchange program with other ACM institutions. All educational benefit requirements given above apply. Interested applicants must obtain a "Certificate of Eligibility" form from the Business Office. This certificate plus a \$25.00 fee must be mailed to the ACM TREP Coordinator at the ACM office. Applications for admission are submitted in the usual manner. Neither admission nor participation are guaranteed. See the Vice President for Business Affairs for further information.

10. COLLEGE HOUSING

(Amended September 1, 1987; September 1988; December 1989; September 1992)

a. The College attempts to provide housing for all newly-appointed full-time members of the faculty, to make housing affordable, and to strengthen the collegiality of the community. When such housing is not available, in order to encourage newly-appointed full-time faculty to live near the College, the College provides a monthly subsidy for such individuals providing they reside within a defined geographic area; such a subsidy is provided only so long as no college housing exists or until the faculty member would otherwise no longer be eligible for College housing. Refusal of College housing negates the subsidy.

b. When full-time members of the teaching faculty are notified of the decision to grant tenure, or in the case of appointments initially at the associate professor level or above, of the decision not to make the fourth year appointment a terminal one, they shall also be given notice to vacate College housing by the end of the contract year following that in which the above decision is made.

c. Full-time members of the non-teaching faculty and teaching faculty not eligible for tenure are eligible for College housing, but may reside in such housing for a maximum of four years.

d. Eligible faculty may expect to remain in College housing for a minimum of four years. If necessary to vacate under the rules above, notice will be given at the end of the third year.

e. Certain houses and apartments may be set aside for the use of faculty and/or administrators whom the College administration, after consultation with the Faculty Personnel Policies Committee, determines should live on or near the campus because of their particular duties.

f. A person seeking College housing or desiring a change in housing shall fill out the standard housing request form and submit it to the College Personnel Officer, who shall keep a file of

applications in the order in which they are received. That file will be available for inspection by those who are applying for College housing. The College Housing Committee, consisting of a representative of the administration designated by the President, the Dean of Faculty or a representative from the staff selected by the Dean, and at least one member of the Subcommittee on Promotion and Tenure, will determine the priority of assignment when factors other than the order of request are to be taken into consideration. The College reserves the right to assign tenants to specific units on an annual basis in accordance with each year's housing requests and needs as defined by policy.

g. Housing assignments

- i. The College Housing Committee will assign available housing by June 1 to eligible faculty on the list. Remaining units, if any, will be held for late faculty appointments, if any, until July 1, and then assigned to those ineligible for housing irrespective of any applications that might be expected after that date;
- ii. Eligible faculty receiving a rent subsidy will automatically be placed at the top of the housing list. If more than one individual is so listed they will be housed in the original order;
- iii. Family size will always be considered in housing allocation and if families applying for similar housing are identical in size, order of application will be decisive;
- iv. Neither seniority nor base salary will be a factor in the committee's decisions;
- v. Applications will not remain in the active file after August 31. Applications for the next year are accepted on or after September 1.

h. Whenever College housing cannot all be filled by eligible members of the faculty, the College Housing Committee will assign units to those who are technically ineligible for College housing for no longer than the current lease year. Among the deciding factors which the committee will apply in determining who should be given preference in these instances will be the total salary of the applying faculty or staff plus dependents, the size of available housing units, and the length of previous stay in College housing.

i. Should College housing not be available after July 1 for newly hired eligible faculty, the College will provide a taxable subsidy for rental housing located in a prescribed geographic area (as of July 1, 1989, the subsidy is \$200 for the area defined by the Lake Forest High School District and \$160 for the area outside the District but bounded by Wadsworth Road, Hunt Club Road and Milburn Road on the North, Routes 45 and 83 on the West, and Lake-Cook Road on the South).

j. The normal term of lease is from June 1 through May 31. In the event that a faculty or staff member who is renting from the College purchases housing, the lease may be shorter. Such requests should be made to the College Personnel Officer as soon as possible, but not later than thirty days prior to the desired date for terminating the lease.

k. College housing is a privilege reserved for College faculty and staff, their immediate families and guests; at no time may rooms or units be rented to LFC students, nor are other rentals permitted except when the house is unoccupied during the summer months or during the academic year due to a leave of absence.

l. At least once a year, a meeting will be scheduled between residents of College housing and the administration to consider topics of mutual interest.

11. FACULTY-STAFF SECOND MORTGAGE POLICY

(Board of Trustees, May 22, 1980; May 11, 1984; May 12, 1989; September 22, 1989; May 8, 1992; December 3, 1994; October 1996)

At its meeting of May 22, 1980, the Executive Committee of the Board of Trustees approved a Second Mortgage Policy which provides an incentive for full-time tenured members of the faculty, when purchasing housing, to locate within the local area. This policy was amended on May 12, 1989, and September 22, 1989, extending the eligibility to include faculty who, as a result of the Third-Year Review, have been given continuing appointments at the College and who have been approved for a mortgage by the President. Interested eligible faculty should make application for such funds to the Business Manager.

The conditions of this policy are as follows:

PURPOSE - To encourage tenured, full-time teaching faculty, Officers of the College and such administrators as may be declared eligible by the President, to live close to the College in order to foster frequent participation in all College functions. First-time purchasers in the "area" defined below are specifically but not exclusively eligible; such second mortgages are not provided for repurchase or "rolling over" of real estate, but may be provided to eligible individuals who once owned property within the "area" but who did not own such property at the time of the effective date of this policy.

AMOUNT - Not to exceed the lower of 25% of the purchase price or \$50,000. The combination of all mortgages on the property may not exceed 90% of the purchase price.

INTEREST RATE - No points. 60% of the rate published in the *Wall Street Journal* seven days preceding the date of closing as the yield posted by Federal National Mortgage Association on 30-year standard conventional fixed rate-mortgage; commitments for delivery within 30 days.

TERM - Same as the first mortgage, but must be paid off within one year after the faculty member or the administrator leaves the employ of the College. Retired faculty/staff may continue to hold second mortgages under the policy as long as the house is occupied at least 50% of the time by the mortgagee. In the event of the death of the mortgagee, the mortgage must be repaid to the College within one year.

AREA - Applies only to houses purchased in a defined area, bounded by Wadsworth Road, Hunt Club Road, and Milburn on the North; Routes 45 and 83 on the West; and Lake-Cook Road on the South.

OCCUPANCY - Must be occupied by the mortgagee. If not so occupied for one year, then the mortgage is due at the end of that year.

PAYMENTS - Through regular monthly salary deductions.

FINANCIAL STATEMENT - A proper financial statement must be submitted to the Business Office for review prior to Investment Committee approval.

APPROVAL - By action of the Investment Committee, which holds final authority to grant or deny approval.

FUNDS AVAILABLE - College funds functioning as endowment (quasi-endowment) of up to \$1,000,000 may be used to finance such mortgages.

REVIEW OBLIGATION - This policy is subject to a review after five years or when authorized funding is expended.

EFFECTIVE DATE - The effective date of this policy is June 1, 1980, for eligible faculty and June 1, 1984, for other eligible individuals. This policy supersedes and replaces the Second Mortgage Policy in effect at the time of its passage and shall be the only Second Mortgage policy of the College. (See Finance Committee Minutes, December 18, 1975, for statement of previous policy.)

12. LEISURE USE OF COLLEGE FACILITIES

Members of the faculty, their spouses and children are encouraged to use the library and its facilities, the Sports Center at designated hours, and Commonplace for fast foods and meeting students.

In addition, most activities of the College are available to faculty and their immediate families without charge. These include athletic events, lectures, discussions, concerts, films, and dramatic presentations.

1. The first part of the report is a general introduction to the subject of the study.	2. The second part of the report is a detailed description of the methods used in the study.	3. The third part of the report is a presentation of the results of the study.	4. The fourth part of the report is a discussion of the results and their implications.
5. The fifth part of the report is a conclusion and a list of references.	6. The sixth part of the report is a list of appendices.	7. The seventh part of the report is a list of figures and tables.	8. The eighth part of the report is a list of footnotes.

SECTION II

FACULTY ACADEMIC AND ADMINISTRATIVE POLICIES

A. FACULTY ACADEMIC POLICIES

1. FACULTY RESPONSIBILITIES

(Amended September 1, 1987)

The appointment year of the teaching faculty extends from September 1 to the following August 31; teaching responsibilities, in general, extend from late August through commencement. Faculty are expected to participate in the first scheduled events each fall and at commencement activities each spring unless excused by the Dean of the Faculty.

The Bylaws of Lake Forest College contain the following statement of faculty responsibility:

It shall be the responsibility of each member of the faculty to teach those courses assigned to him or her as effectively as possible, giving the imagination wide range in order to find the techniques of instruction best suited to the particular course and engaging in reading and study designed to improve the quality of the teaching and to increase the instructor's own knowledge. A member of the faculty shall not appoint anyone to perform his or her duties in the classroom without the approval, in each case, of the President or the Dean of the Faculty.

2. TEACHING LOADS AND FACULTY TIME

(The Faculty Personnel Policies Committee drew up the following guidelines on February 8, 1979; policy recommended at Faculty Meeting of March 6, 1979)

a. Course Load

Each faculty member is expected to teach six courses per year in addition to directing a reasonable number of independent studies. In cases involving laboratory work, the equivalent course credit is calculated by taking one fourth of the total number of class and laboratory hours per week.

Affirming the importance of teaching at Lake Forest, the faculty authorizes up to two, team-taught undergraduate courses per year, with full teaching credit given to two instructors, to be selected by the Academic Resources and Review Committee with the concurrence of the chairs of the affected departments and according to criteria determined and published by the committee. (Amended by the Faculty, April 6, 1988.)

b. Additional Faculty Responsibilities

Faculty members have many responsibilities beyond spending time in the classroom and laboratory. Full-time faculty members are expected to use the time not scheduled for classes to prepare for their classes; meet with and counsel students; participate in the life of the College through its committee system and its co-curricular activities; study and do research; be available to meet with colleagues to discuss issues of common concern and to foster a sense of intellectual community at the College. It is vital to the special mission of the College that the faculty be deeply involved in the affairs of the institution, and that they be readily available to students for help, advice, and encouragement. (Amended by the Faculty February 4, 1981.)

3. TEACHER DEVELOPMENT (Approved at Faculty Meeting, March 5, 1997)

Because our faculty takes pride in its commitment to teaching, a variety of resources are available:

- the faculty mentor program;
- college-wide and departmental workshops;
- off-campus programs;
- informal conversations with colleagues.

Faculty are especially encouraged to exchange occasional, informal classroom visits with colleagues within and outside their departments.

4. ADMINISTRATIVE DUTIES

Depending on the amount of administrative responsibility, a chairperson may, upon consultation with the Dean, reduce his or her teaching load by up to one course per year. (FPPC, March 2 and 16, 1979)

5. COMMITTEE SERVICE

Every full-time faculty member is expected to serve, if asked, on one standing or ad hoc committee of the faculty and may be expected to serve, in addition, on one of the committees overseeing interdisciplinary concentrations. Since committees vary in the amount of time and work required, an effort will be made to equalize this kind of responsibility over a period of time.

6. STUDENT ADVISING

Each faculty member is expected to serve as academic advisor to an as nearly proportionate share of the student body as is possible. A faculty member whose official list of advisees exceeds a proportionate share by more than one-third will be considered to be carrying an overload of advisees, and some adjustment will be made either by reducing the advising load in a subsequent year or by a reduction in the normal load in some other kind of activity.

7. RESEARCH

Research and other scholarly work are expected to be a normal part of each faculty member's load.

8. INVENTION AND PATENT POLICY

The College faculty and Trustees have approved a College Invention and Patent Policy which requires all faculty, staff, and students who participate either alone or in association with others in inventions or discoveries to disclose promptly such inventions or discoveries to the President provided that College time, facilities, or materials were used in connection therewith. In addition, the College has contracted with Research Corporation for the marketing of such inventions as the College desires to assign to it. Any faculty member who believes he/she or a student might be affected should request a full statement of the College Patent Policy from the Office of the Dean of the Faculty.

9. MISCONDUCT IN SCHOLARSHIP

(Approved at Faculty Meeting February 10, 1993; amended October 1996).

a. Preamble and Summary

Misconduct in scholarship is historically a rare occurrence. However, should an instance

arise in which misconduct by a member of the Lake Forest College community is alleged to have occurred, the College must investigate promptly, while affording the maximum protection both to the complainant and to the accused or respondent. That is the intent of this policy.

This policy applies to all faculty and staff engaged in scholarship. Students who are accused of scholarly misconduct are subject only to "Academic Honesty Rules and Procedures," described here in section 9.g. and in the student handbook, except in those cases of misconduct in scholarship supported by outside agencies which require a specific policy such as is described in this document. These students are subject to the policy and procedures stated here.

Misconduct in scholarship means fabrication, falsification, plagiarism, or other practices that seriously deviate from those that are commonly accepted within the appropriate scholarly community for proposing, conducting, or reporting on scholarship. It does not include honest error or honest differences in interpretations or judgments of data. It should not inhibit the spirit of free enquiry or risk-taking that is sometimes a feature of good research.

The Dean of the Faculty (hereinafter "the Dean") has responsibility for informing the faculty, staff, and those students falling under this policy, of the College's policy with regard to misconduct in scholarship, and for interpreting this policy. The Dean may delegate the responsibility for informing students about this policy to the faculty overseeing the student research.

The procedure to be followed has three stages: **inquiry, investigation, and resolution.** Those responsible for conducting each phase should bear in mind the following important principles:

- The College must vigorously pursue and resolve any charges of misconduct in scholarship.
- All parties must be treated with justice and fairness, bearing in mind the vulnerabilities of their positions and the sensitive nature of academic reputations.
- Confidentiality must be maintained to the maximum practical extent.
- Conflict of interest, real and potential, must be minimized.
- All stages of the procedure must be fully documented.
- All parties are responsible for acting in such a way as to avoid unnecessary damage to the general enterprise of academic scholarship. Nevertheless, the College may be required to inform appropriate funding agencies of its actions when the work is supported by outside grants. If it is found that misleading data or information have been published, the College is responsible for setting the public record straight, for example, by informing the editors of scholarly or scientific journals.

b. Inquiry

The purpose of this stage is to determine, with minimum publicity and maximum confidentiality, whether there exists a sufficiently serious problem to warrant a formal investigation. It is crucial at this stage to separate substantive issues from disagreements between colleagues (at Lake Forest College or elsewhere) that may be resolved without a formal investigation.

i. Initiating the inquiry

Any allegation of misconduct in scholarship, arising from inside or outside the College, should be referred directly to the Dean. The Dean may initiate an inquiry without a specific complaint if evidence of suspicious academic conduct has come to the Dean's attention.

When a complaint comes forth, the Dean's first job is to provide a confidential assessment. If, in the Dean's judgement, the issue involved does not amount to misconduct, satisfactory resolution through means other than this policy should be sought. However, if there is an indication that misconduct has occurred, the Dean must pursue the case even in the absence of a formal allegation.

The Dean should also counsel those involved that, should it be found at either the investigation stage that the allegations were both false and malicious, sanctions may be brought to bear against the complainant.

ii. Inquiry Procedure

The Dean is responsible for conducting the inquiry. The Dean may call upon one or two senior persons in the field for help where specific technical expertise is required, but this need should be carefully weighed against the importance of confidentiality.

The Dean should notify the President as soon as possible, and may call upon College legal counsel at this stage. Every effort should be made to make personal legal counsel unnecessary for either complainant or respondent at this and all other stages, but all parties should recognize that the College counsel always acts on behalf of the institution, not one or the other parties.

An inquiry is formally begun when the Dean notifies the respondent in writing of the charges and process to follow. This and all other documents are to be preserved for three years.

The nature of the inquiry will depend on the details of the case, and should be worked out by the Dean in consultation with the complainant and respondent, with any colleague the Dean consults for assistance, and with College legal counsel. At this stage, every effort should be made to keep open the possibility of resolving the issue without damage to the position or reputation of either the complainant or the respondent. However, the Dean's primary responsibility is not to the individuals but to the integrity of academic scholarship and the College. If misconduct has occurred, it must not be covered up.

iii. Findings of the Inquiry

The inquiry should be completed, and a written record of findings should be prepared, within 30 days of its initiation. If the 30-day deadline cannot be met, a report should be prepared citing progress to date and the reasons for the delay; the respondent and other involved individuals should receive copies of the final report and any progress reports.

The inquiry is complete when a judgment is made about whether a formal investigation is warranted. An investigation is warranted if a reasonable possibility of misconduct exists. Written documentation summarizing the process and the conclusion of the inquiry must be preserved in the Dean's Office. The Dean must inform the complainant whether the allegations will be subject to a formal investigation. If a formal investigation is warranted, any agency sponsoring the research may be notified at this point. The reporting requirements are on file in the Dean's Office.

If the allegation is found to be unsupported but has been made in good faith, no further action is required, aside from informing all parties, and attempting to restore collegial relations. If confidentiality has been breached, the Dean should take reasonable steps to minimize the damage done by inaccurate reports.

c. Formal Investigation

An investigation is initiated within 30 calendar days after an inquiry results in a finding that an investigation is warranted. The purpose of the investigation is to make a formal determination as to whether misconduct has occurred.

If an investigation is initiated, the Dean should decide whether interim administrative action is required to protect the interests of research subjects, students, colleagues, the funding agency, or the College while the investigation proceeds. Possible actions might include temporary suspension of the research in question, for example.

i. The Investigation Committee

The Dean shall appoint an investigation committee of at least three persons, with one of them designated by the Dean as chairperson. The principal criteria for membership shall be fairness and wisdom, technical competence in the field in question, and avoidance of conflict of interest. Membership of the committee need not be restricted to the faculty of the College in case outside expertise is judged to be necessary. The respondent and complainant should be given an opportunity to comment, in writing, on the suitability of proposed members before the membership is decided. The committee should be provided with funds and secretarial support if needed to enable it to perform its task. The Dean should write a formal charge to the committee, informing it of the details of its task.

ii. The Investigation Process

Once the investigation committee is formed, it should undertake to inform the respondent of all allegations so that a response may be prepared. All parties, including the respondent, are expected to cooperate fully with the investigating committee. The Committee should call upon the help of College legal counsel in working out the procedure to be followed in conducting the investigation. The complainant and respondent should be fully informed of the procedure chosen.

Confidentiality should be maintained, except where limited information must be revealed to persons assisting the committee, in order to allow a conclusive determination of the facts. Nevertheless, every attempt should be made to protect the reputations of all parties involved.

A finding of misconduct must be by agreement of a majority of the full committee.

The investigation should be completed, and a full report prepared and submitted to the Dean, within 120 days of its initiation. (If this deadline cannot be met, an interim report of the reasons for delay and progress to date should be prepared.) A draft of any interim report and of the final committee report should be submitted to both complainant and respondent for comment before the report becomes final.

The respondent must be given the opportunity for a formal hearing before the investigation committee. College legal counsel should be called upon to assist in working out the procedure to be followed in conducting such a hearing.

d. Resolution

i. No Finding of Misconduct

Any federal agency or other entity initially informed of the investigation should be notified promptly. A full record of the investigation should be retained by the College in a secure and confidential file (but not in the personnel file of the respondent) for at least three years. The Dean should decide what steps need to be taken to clear the record and protect the reputations of all parties involved.

If the allegations are found to have been maliciously motivated, the Dean may wish to recommend to the President appropriate disciplinary action. If the allegations are found to have been made in good faith, precautions should be taken if necessary to prevent retaliatory actions.

ii. Finding of Misconduct

Any federal agency or other entity initially informed of the investigation should be notified promptly of the outcome. For faculty receiving a federal grant, the College must notify applicable granting agencies in writing within 10 calendar days after receiving notification from the faculty member of such conviction. The Dean should forward the committee report to the President with a recommendation of sanctions and other action to be taken. The President should review the full record of the inquiry and investigation.

Possible sanctions for faculty and staff include dismissal from employment by the College. Procedures for faculty dismissal for cause are found in the Faculty Handbook, Section I.C.2.b. and c. Sanctions against staff will be handled according to policies in the Staff Handbook.

For students, the sanctions recommended to the President might include suspension or termination of the privilege of being employed to do research, suspension or termination of the privilege of doing research as independent study for credit, failure in the research project for which the student is enrolled for credit, suspension from the College, or dismissal from the College.

In addition to regulatory authorities and sponsors who require notification, parties directly professionally affected by the misconduct should be notified of the final disposition of the case and provided with any required documentation. The list may include the complainant; co-authors, co-investigators, collaborators; and editors of journals that have published fabricated, falsified, or plagiarized results.

10. TEACHING REGULATIONS

a. Class Syllabi

It is expected that every faculty member will work out carefully and give to the students early in the term an appropriately detailed syllabus outlining the objectives and the assignment schedule of the course. (See 8.c., "Class Attendance," for information regarding the establishment of specific attendance requirements.)

b. Class Meetings

(Faculty Personnel Policies Committee February 21, 1977)

It is expected that except for the instructor's illness, professional activity, or personal emergency, classes will meet regularly at the scheduled time. Anticipated absences of a faculty member from the class are to be reported to the department chairperson or the Dean of the Faculty if the chairperson cannot be reached.

In any case of absence of a faculty member from a class because of professional activity, it is College policy that adequate arrangements be made so that actual class time not be lost.

Should professional activity require a faculty member to be away from campus for a week or more while classes are in session, the Dean of the Faculty must be fully apprised of the timing and nature of the activity beforehand.

Promptness in beginning and dismissing classes is important in maintaining the schedule.

c. Class Attendance

(Faculty Meetings of April 3, 1979, December 4, 1996)

Because classroom activities--lectures, discussions, questions and answers--assist students in the learning experience, it is normally expected that students will attend class sessions. Each member of the faculty has the prerogative of establishing specific attendance regulations which, in the instructor's opinion, are best suited to the course. To be in force these regulations must be given in writing to the members of the class at the beginning of the course. Instructors are at liberty, however, to waive their stated attendance requirements at their discretion, in individual cases, taking care to be consistent and fair. It is recommended that faculty encourage students to ask permission in advance of intended absences.

Students who miss class meetings because of participation in a "College-approved event"--so designated by the Dean of the Faculty--are officially excused but will be expected to make up any work missed and will be allowed to do so in a manner approved by the faculty member whose class is missed. If, in the judgment of the instructor, making up the work missed is not feasible, the student may not be penalized for the absence from the class.

No required classes are held on reading days.

d. Examinations

(Also see Statement on Academic Honesty)

On November 2, 1983, the Faculty approved the Statement on Academic Honesty, which states in part, "No test may be given prior to its originally designated time. The Dean of the Faculty may grant exception to this rule at the request of the faculty member."

Faculty will be expected to give a final examination in each course unless the nature of the course dictates otherwise. A faculty member who decides that a final examination will not be appropriate to a particular course should notify the head of the department well in advance of the examination period and give the reasons for the action. If a final term paper is to take the place of a final examination in a course, the students are entitled to have until the end of the scheduled time for the examination to submit their term papers. (Amended, Faculty Meeting, March 4, 1980)

As part of the above-mentioned Statement on Academic Honesty, the faculty passed the following regulation regarding final examinations: "An instructor who returns a final examination to students must send a copy of the examination to the library, which must retain it for three years and make it accessible to students."

On May 2, 1967, the faculty adopted the following resolution relative to the keeping of examinations and term papers by faculty:

Examination papers, particularly final examination papers and term papers, if not returned immediately to students, are to be kept at least for one term before they are destroyed so that they will be available for examination by students. It is understood that papers from the spring term will be kept through the fall term. Faculty members leaving the College are asked to leave their record books with the department chairperson, or if they do not wish to do so, to accept the obligation to keep these record books for at least a year in order that they will be available for checking records if this is necessary.

e. Student Papers and Writing

On May 15, 1962, the faculty adopted a resolution "strongly recommending that each student be required to write at least two short papers in each course throughout his or her college career, unless the course is not adapted to such a requirement," and "pointed out that such papers should be evaluated for content *and* form and that revisions should be required" where appropriate.

It is clear that this resolution considers all faculty responsible for encouraging and maintaining good standards of written expression in all areas of the curriculum, and that careful attention to the quality of students' writing is indeed an integral part of faculty teaching loads.

A Pocket Style Manual, by Diana Hacker, has been chosen as the style guide for the College as a whole and is recommended for use wherever formal term papers are assigned. However, the College *Writing Manual* should prove adequate as a style guide for short papers, even including those requiring some research in secondary sources. Individual faculty and departments are at liberty to establish style criteria of their own, provided these approximate the accepted standards of the appropriate academic or professional discipline.

N.B. The College's Writing Center, established in 1975, expanded and relocated in 1977, provides assistance and instruction, for non-credit or credit, to students who want to improve their writing. Faculty are urged to refer students whom they consider in need of extra work in writing, to the Center's Director. They are also urged to talk to the Director, the staff of the Center, and the members of the Writing Program Steering Committee, and to attend periodic workshops, to enable them to deal with student writing as effectively as possible.

f. Student Assistants

(Approved by the Faculty February 18, 1964; amended April 1, 1992.)

In the use of student assistants, the obligation for determining the requirements of a course rests with the instructor, likewise it is the instructor's exclusive responsibility to arrive at the student's final grade.

Instructors are expected to exercise care in selecting student assistants. They may permit assistants to evaluate homework problems or exercises which are "objective" -- that is, where grading is essentially mechanical and does not require substantial professional expertise of the instructor. Instructors are expected nonetheless to supervise such grading to insure that it is done properly.

g. Academic Honesty

(The faculty adopted the following Statement on Academic Honesty on November 2, 1983; amended February 12, 1985.)

STATEMENT ON ACADEMIC HONESTY

Lake Forest College is committed to high standards of academic honesty. Such standards are central to the process of intellectual inquiry, the development of individual character, and the maintenance of a civilized community. The integrity of academic life depends upon cooperation among students, faculty, and administrators.

i. Responsibilities of Students

- (a) No student shall engage in plagiarism by copying, closely paraphrasing, or in any way using someone else's work without explicit acknowledgement of author and source. Students are responsible for knowing what constitutes plagiarism. A handout explaining plagiarism is available at the reference desk of Donnelley Library.
- (b) Students are not permitted to submit the same paper for credit in more

than one course, unless all instructors involved grant their prior consent in writing.

- (c) No students shall procure in an unauthorized manner the questions or answers of any examination to be given at a subsequent time, or employ unauthorized aids while taking an examination.
- (d) No student shall aid another in violating the policy of academic honesty.
- (e) Students should cooperate with all members of the community in maintaining high standards of academic integrity.

ii. Responsibilities of Faculty and Staff

- (a) Faculty and staff shall exercise caution in the preparation, duplication, and security of examinations.
- (b) No test may be given prior to its originally designated time. The Dean of the Faculty may grant exception to this rule at the request of the faculty member.
- (c) Faculty shall take reasonable steps consistent with the physical conditions of the classroom to reduce the possibilities of cheating on examinations.
- (d) Classroom tests must be proctored with diligence.
- (e) An instructor who returns a final examination to students must send a copy of the examination to the library, which must retain it for three years and make it accessible to students.

iii. The Academic Honesty Judicial Board

(a) Composition:

- (i) Three faculty members, one from each division, appointed by FPPC, and an alternate chosen from any division, for staggered two-year terms.
- (ii) Three student members and an alternate, appointed by the Student Government's Executive Committee for terms of one academic year beginning with the fall term, subject to approval by the Dean of the Faculty. These students must never have been found in violation of college rules by either the Conduct Board or the Academic Honesty Judicial Board.
- (iii) A Chairperson, appointed by the Dean of the Faculty. All but the Chairperson can vote.

(b) Procedure:

When a student admits violating the policy of academic honesty:

- (i) The faculty member shall secure a written statement from the student acknowledging the violation.

- (ii) The faculty member shall submit this statement to the Board, along with a recommendation for a penalty.
- (iii) The Board shall determine the nature of the violation and impose a penalty. If the Board does not accept the penalty recommended by the faculty member, it must permit the faculty member to be heard in support of his or her recommendation.

When a student denies violating the policy of academic honesty:

- (i) The faculty member shall submit to the Chairperson of the Board the student's name together with a written description of the alleged violation. A copy must be sent to the student by the Chairperson.
- (ii) The Board shall hold a hearing, to which the Chairperson, upon consultation with the faculty member and the student, may summon a reasonable number of relevant witnesses.
- (iii) The student shall have the right to be assisted at the hearing by a counselor drawn from the College community.
- (iv) If the Board finds that the student violated the policy of academic honesty, it shall impose the appropriate penalty. Such a finding shall require a minimum of four votes.

When a case arises between semesters or during summer session, it ordinarily will be deferred to consideration by the Board until the following semester. However, the student involved may elect to leave determination to an ad hoc board constituted by the Dean of the Faculty. The board will be drawn, insofar as is possible, from the regular Academic Honesty Judicial Board and will consist of three faculty members and three students.

In the event that the Board members agree on the finding of violation but are divided on the issue of an appropriate penalty, the presumption will be in favor of the lesser of the contemplated penalties. To achieve this result the Board will vote first on the strongest suggested penalty and if this fails to receive a minimum of four votes will then vote on a lesser suggested penalty.

(c) Penalties:

First offense--For a student in a course: failure of the examination, project, or course. The failing grade cannot be raised by additional work. For a student not in the same course: to be determined by the Board.

Second offense--suspension from the College for a period of time to be determined by the Board. The President must approve this action.

Third offense--expulsion from the College. The President must approve this action.

In exceptional cases the Board may impose a lesser penalty.

h. Student Evaluations of Courses and Teaching

The faculty voted on September 3, 1986, to adopt a short questionnaire for course evaluation, to be used in all classes. The evaluation was amended by the faculty on February 6, 1991 to use a longer form, amended April 7, 1993, to use the following short form:

EVALUATION PROCEDURE

This questionnaire is to be administered every term in every course (except for independent studies). The questionnaire should be distributed at the beginning of class at a meeting before the last regular meeting of the class. Responses will be anonymous and gathered in the classroom by a proctor, either another instructor or a member of the support staff, or a student. The proctor is responsible for submitting these forms to the Dean of the Faculty, who will send results to the chairperson and the instructor. If a student is the proctor, then the instructor is responsible for reading the Statement of Purpose prior to distributing the forms. For classes with fewer than five students, the Dean of Faculty's office will type all handwritten responses to ensure confidentiality. Instructors may examine their course evaluations, in the Dean of Faculty's office, only after grades for the course in question have been handed to the Registrar and only after the forms have been tabulated. Photographic reproduction of either numerical evaluations or written comments is forbidden, except that, at the request of a faculty member seeking employment at other academic institutions, photocopies may be sent to appropriate institutional officials." (FPPC, March 29, 1978, Amended February 7, 1995).

STATEMENT OF PURPOSE

Teaching is of primary importance at Lake Forest College. Your evaluations will help to promote outstanding teaching. They will be read not only by the instructor to improve his or her teaching, but also by those charged with evaluating the teacher, including the Dean of the Faculty and the chairperson of the department, and will become part of the instructor's permanent record, to be consulted when tenure and promotion are considered.

It is important that you take your time and give careful consideration to your ratings and comments. Your responses should be your own. You should not communicate with other members of the class while completing this evaluation.

The faculty member should make no prior comments about the evaluations and must not be present while they are being completed. Moreover, the instructor is not allowed to read these evaluations until after the final grades have been submitted to the registrar.

EVALUATION FORM

PLACE LABEL HERE

This evaluation is designed to provide constructive commentary on this course, the instructor, and your involvement in the course. It is crucial that students not influence or distract others who are filling out the evaluation form; please remain quiet until all forms have been collected. Completed forms are kept by the Dean of the Faculty. The instructor can read them only after final grades have been turned in. Fill in **completely** the circle that corresponds to your evaluation; *do not use x's or check marks*. The circle should look like this: ●.

A. Discuss the quality of this instructor's teaching. (Continue on the back if necessary.)

How do you rate this instructor? Truly exceptional ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 Poor

B. Discuss the overall quality of this course. (Continue on the back if necessary.)

How do you rate this course? Truly exceptional ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 Poor

C. Evaluate your own involvement in this course.

As a member of this class, I was Responsible and productive ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 Involved very little.

While preparing for this class and doing the other assigned work ☐ 10 ☐ 8 ☐ 5 ☐ 2 ☐ 0 hours per week.

outside of scheduled class and lab time, I spent an average of

Each student evaluation and the corresponding "Faculty Supplement to Course Evaluations" will be kept for 6 years, except that in the case of faculty who will be eligible for tenure consideration, all such materials will be kept until the tenure consideration is completed. After these specified times, the Dean of the Faculty may elect to destroy the materials.

i. Academic Evaluation and Appeal Procedure

Students shall be evaluated by their instructors solely on the basis of their academic performance, not on their opinions or conduct in matters unrelated to academic standards. On May 1, 1973, the faculty adopted an A,B,C,D,F grading system (described in the College *Bulletin*, pp. 34-35) with the following guidelines for distribution of grades: "that for the College as a whole, some 10-15% of grades should be A and 25-30% should be B; that instructors not be expected to conform rigidly to these guidelines, term by term, but that they should be approached, perhaps as an average over a period of time." While students are responsible for maintaining standards of academic performance established by their professors, they shall have protection against prejudiced or capricious academic evaluations. The appeal procedure to be followed in cases where a student does claim prejudicial or capricious grading is printed in the *Student Handbook*.

11. THE LIBRARY

The library program rests at the heart of the instructional process at the College, enabling the student--across the whole curriculum--to apply precepts, ideas, and methods introduced in class to individual questions and projects which develop his or her ability for independent inquiry. Faculty as mentors model this process through their own teaching and personal research pursuits, which are facilitated by the library through connections to the world of knowledge in libraries in this country and abroad.

The College library is a member of the seventy-library consortium of the Oberlin-Group colleges -- the strongest national liberal arts colleges.

a. The Structure of Resources Supporting Collegiate Educational Goals

- i. The Core Collection
- ii. Reference and Bibliographical Collection
- iii. Interlibrary Borrowing and Access
- iv. Use of Off-Campus Libraries

b. The Faculty and The Library Program

The lines of activity of the teaching faculty and the library program intersect at many points.

- i. Library Assignments in Courses - Teachers and librarians collaborate to build effective assignments into courses, across the curriculum, and at all levels.
- ii. Collection Management
- iii. Reserves - To ration high-use materials, faculty may designate reserve status --

either at Circulation in Donnelley or in Freeman Science or in Donnelley's Audio-Visual unit.

- iv. Audio-Visual - Equipment and materials, (video viewing, camcorders, slide and overhead projectors, tape recorders, etc.) are available in the library's A-V unit and, on a limited basis, in classroom buildings.
- v. Faculty Members' Own Research - New faculty should consult early with the librarians on the structure of resource availability in their fields of interest. The faculty book loan period is sixteen weeks for College and ILCSO-library books, corresponding to the norm among the forty-plus cooperating ILCSO libraries. A limited number of renewals usually are accommodated, around the needs of other users; recalls for other patrons require faculty to return items. Faculty are responsible for the return or replacement of College and ILCSO-library materials they have borrowed.
- vi. Gifts - Faculty *donations* to the libraries have been a significant factor in the development and maintenance of the core collection.

12. EVALUATION OF DEPARTMENTAL CURRICULA

(Policy approved at Faculty Meeting of November 6, 1991)

A departmental curriculum review assesses both the department's major and minor program and its service or general education courses.

Analysis of the major should address three questions. What should the coverage of the discipline ideally include at the undergraduate level? What coverage is actually possible, in light of the background, interests, and size of the department's faculty? And what is the connection of the major to the goals of liberal education at the College, including cultural diversity?

These three considerations provide a context for assessing the current major program, and for planning improvements in it. Among the factors that the department should consider in performing its review are course enrollments and numbers of majors during the most recent five-year period; the numbers of graduating majors who continue on to advanced degree programs in the discipline or related disciplines, within five years of graduating; overall academic performance of majors compared with that of students in other majors; perceptions by alumni of the value of the major, five and ten years after graduating; the range of employment held by alumni; and attitudes of the faculty themselves toward each element of the major, and particularly toward the rigor of the major. Whenever feasible, data relevant to these issues will be made available by the Dean of the Faculty to the chairpersons by August 15 of the review year. Specific conclusions based on these factors should be related to the structure of the major as a whole. The component structural parts that should receive close attention in the review include prerequisite and introductory courses; required courses beyond the opening sequence; the hierarchy or menu of advanced courses that are required for completion of the major; and the culminating senior-year exercise(s). Points of access (or denial of access) to the major require special attention, especially when courses in another department serve as prerequisites.

In assessing the department's contribution to general education, service courses require careful examination. The department should determine what fraction of the student population it serves at both lower and advanced levels, and should consider its service courses in the context of the College's general education requirements and principles for liberal learning. Assessment in these areas must be tied to assessment of the major itself, with a view to determining historical resource use and planning for the future use of resources.

Reviews occur on a five-year cycle. During the fall term of a review year, every faculty member and student advisory group member should participate in a careful self-study of the department. Departments may define for themselves the details of the self-study process, provided that it includes the considerations and factors outlined above. The Alumni Office will provide support for the collection of data from alumni. A self-study report should be presented to the Dean of the Faculty not later than December 1, emphasizing an evaluation of the recent past and including a curricular plan for the coming five years. The plan should take into account prospective retirements.

The Dean will meet with the department, including student advisory group members, for discussion, and may ask for additional information or recommend modification of the five-year plan. If revisions are necessary, they should be submitted to the Dean not later than February 1. The Dean will send the report, as revised, to the members of Academic Resources and Review Committee (ARRC) and an external evaluator, chosen with the advice of the department's faculty from among faculty at other A.C.M. or G.L.C.A. institutions. If the evaluator believes that a site visit is necessary, the Dean and the department will arrange for one to occur in sufficient time for the evaluator to submit to the Dean a written assessment not later than March 1. The Dean will transmit the external evaluation to ARRC, which may confer with the department but by April 1 must either accept the report or return it to the department with suggestions for modification. A revised report must be resubmitted to ARRC not later than April 15, for approval not later than May 1.

If ARRC has reservations about a department's proposed plan, it will request a meeting with the department chairperson and may subsequently return the plan to the department for alteration.

B. FACULTY ADMINISTRATIVE POLICIES

1. CONFIDENTIAL TREATMENT OF RECORDS

(Amended September 1, 1987)

The College desires to protect its undergraduates and employees from improper disclosures of information, violating the confidential relationship appropriate between an educational institution and its personnel. Accordingly, it is our official policy *not* to send transcripts of record to other colleges or universities, to prospective employers, to government agencies or anywhere else *except* at the specific written request of the student or the graduate. The same policy applies to information concerning any student's activities outside the classroom: membership in organizations, disciplinary difficulties, participation in demonstrations, etc. These are matters of confidence, and the College will not disclose them to anyone unless the student authorizes such release. Any official written communication from the College should be requested in writing by the student. Informal verbal references in conversation or by telephone should be ruled by caution and restraint, seeking to protect the individual from disclosures that are properly matters of private record and not for public information. Any item that is already public, e.g., the fact of attendance at or graduation from the College, is obviously not confidential and need not be treated as such.

Any person on the College payroll deserves similar protection. No information should be transmitted to any source without specific request and authorization by the individual concerned.

On May 6, 1969, the faculty approved the following: "Materials submitted in support of application for admission must be confidential within the faculty and professional staff."

On April 4, 1967, the faculty approved the following: "To minimize the risk of improper disclosure of information, students' academic records should be kept separate from their disciplinary records. The face of students' academic records (and therefore a transcript of their record) should carry, in addition to the usual information concerning courses and grades, the statement that unless otherwise noted, the student is in good

academic standing. Additional permanent notations on the face of the academic record should be limited to: academic probation, dismissal for academic reasons, and dismissal for non-academic reasons."

2. OFFICE HOURS

Each faculty member is asked to set up and keep regular office hours which should be posted just outside of the office door. Arrangements to see students by special appointment, when this is called for, should also be made.

3. SECRETARIAL SERVICES

Secretarial services are provided in classroom buildings. Members of the faculty may take tests, syllabi, and letters for typing and duplicating to the appropriate faculty secretary. Manuscripts will be typed, but materials for current class use and letters will have prior claim on secretarial time. Dissertations as well as non-academic manuscripts cannot be typed by faculty secretaries on College time.

Multiple copies of materials for distribution to classes, unless they are only two or three pages in length, cannot be completed on short notice. More extensive uncopyrighted texts must be requested well in advance of the time they are needed and are to be sold at cost through the College Bookstore.

4. COPYING

a. Photocopying

Each department has a budget to pay for the copying of materials needed by faculty for their teaching. This copying can be done by the Printing Services staff where faculty are required to specify whether a given copying job is to be charged to the department or paid for in person (if the material to be copied is for private use). Alternatively, photocopying can be done, with the use of an auditor, at any copier in an academic building. Faculty may also make use of the machines in the library, either for cash or by charging the cost to the department. Faculty should exercise discretion and moderation in resorting to copying for classroom purposes. They should be especially careful to observe the Copyright Laws, recently passed by Congress, which impose difficult limits on the amount and type of copying of printed materials.

b. Copyright Law Guideline

The Copyright Revision Act, effective January 1, 1978, is designed to assure protection for the intellectual content of creative work, while permitting fair and reasonable dissemination of the work for legitimate use. According to the law's guidelines and definitions of what constitutes legitimate and fair use, faculty are permitted to reproduce published material for their own scholarly use, and for their students' use either on Library Reserve or in the classroom. However, they should exercise discretion in the amount and type of such uses. The following guidelines are intended to promote discretion and compliance with the law. When in doubt, faculty should consult with the librarians.

i. Permitted Copying

A single copy, for use in scholarly research or teaching, of:

- a chapter from a book
- an article from a periodical or newspaper
- a chart, diagram, graph, cartoon, or picture

Multiple copies of any of these for classroom use, one per student.

ii. Illegal Copying

A single copy, for use in scholarly research or teaching, of a whole book, if the latter is reasonably accessible for purchase or through library loan.

Multiple copies of the same.

Multiple copies of any of the items included under Permitted Copying above for classroom use *if it has been copied for another class* in the same institution.

Multiple copies of a poem, article, story, or essay *from the same author* more than once in a class term, or multiple copies from the same collective work or periodical issue *more than three times a term*.

A copy of separate works to take the place of an available anthology.

Multiple copies of works more than nine times in the same class term (i.e., even if the criteria under Permitted Copying are observed, instructors should not put themselves in the position of having to hand out copies of as many as nine different items in the course of a term).

A copy of consumable materials, such as workbooks.

It should be clear from the guidelines that the Copyright Revision Act is not intended to stifle the reasonable use of copying for the purposes of teaching and research. It is intended to protect authors and publishers from unscrupulous and thoughtless copying practices, and to encourage people to be sure they have made reasonable efforts to locate materials for purchase or loan, either for themselves or for their students, and not to use copying as a last-minute alternative to planning a course curriculum well enough in advance.

N.B. Similar discretion should be exercised in the use of videotaped materials.

5. LAKE FOREST COLLEGE NETWORK
(Effective February 8, 1994)

a. Acceptable Use Policy

General: LFC's network exists for the primary purpose of transmitting and sharing information. It is the policy of LFC to provide the broadest possible access to the Internet to all members of the LFC community. This is accomplished through connectivity to the LFC network. Any traffic that exits the LFC network to the numerous other networks to which LFC is connected

must conform to the acceptable use policies governing those networks. Acceptable Use Policies for any and all networks to which LFC is connected are available on the Internet. LFC is a member of netIllinois and its service provider, CICnet. The CICnet Acceptable Use Policy is available from Information Services and Technology.

Acceptable Use: All traffic originating at an LFC node, or connected via another network site, including state networks and other connections, shall be for purposes of, or in support of:

- research;
- education;
- state, local, or national government affairs;
- economic development; or
- public service.

Unacceptable Use: It is not acceptable to use the LFC network for any purpose which violates U.S. or state laws or other Lake Forest College policies.

It is not acceptable to use the LFC network so as to interfere with or disrupt network users, services, or equipment. Such interference or disruption includes, but is not limited to: distribution of unsolicited advertising; propagation of computer worms or viruses; and using the network to make unauthorized entry to other computational, information, or communications devices or resources.

Enforcement and Violations: In case of an alleged violation of this policy, the Director of Library and Information Technology will provide the Information Services Advisory Committee (ISAC) with an explanation of the nature of the violation together with supporting evidence. If ISAC finds that the evidence and circumstances of the violation warrant further investigation, the chair of ISAC will inform the appropriate campus judicial body and/or official and submit relevant materials. ISAC may also recommend the immediate suspension of LFC network services for any individual being investigated for violations of this policy. In the event that the entire Information Services Advisory Committee (ISAC) is unavailable to address a serious apparent violation of the above policy, the Director of Library and Information Technology will consult with those members of ISAC who are available, as well as those principal administrators of the college who are available, to determine if the alleged violator should be immediately suspended from access to LFC network services.

b. Policy on the Establishment of New Network Services

Requests to set up network services, such as gopher, mail, world-wide-web, ftp and news servers, should be made to the Director of Library and Information Technology. Requests should include cost, justification, hardware and software requirements and availability, and a list of contributors including the server administrator. All requests will be reviewed by the Information Services Advisory Committee who will then make a recommendation to the Director of Library and Information Technology.

6. TELEPHONES (Effective August 1992)

Lake Forest College uses a Northern Telecom Meridian telephone system which makes available a range of special features. All faculty phone numbers are direct dial access from outside the college. For information about how to use the telephone system, faculty are referred to the Telecommunications Analyst of Information Technology, which is responsible for management of the telephone system.

All phones in the system restrict outgoing calls based on the location being called. Faculty may make calls within the 847 area code (Greater Chicago) and the 312 area code (Chicago proper), of both a professional and personal nature, by dialing 9, followed by the required number. Faculty placing calls outside the area codes of 847 and 312 are required to use an authorization code, which is assigned by IST. No calls will be placed through the college switchboard. Personal calls may be made only in the 847 and 312 areas.

Faculty are also provided with a voice message mail box which is associated with their telephone extension. Faculty are encouraged to password-protect this voice message mail box to ensure others do not listen to their voice mail.

7. MAIL

(Amended September 1, 1987)

The faculty are assigned box numbers and combinations by Mail Services, and the mail boxes are located in Commons. **Faculty members are asked to check their assigned mail boxes regularly since announcements as well as United States mail are distributed through these boxes.** Faculty should give box numbers and combinations to individuals who pick up their mail. Faculty living on campus need not put LFC as return address or it will go to the campus Mail Room.

Outgoing College mail should be deposited at 3:00 p.m. in order to have metered postage attached. The slots for deposit of United States mail and campus mail are located in Commons, below the Mail Room window. The name of the office or department sending the mail should be placed on the envelope.

Personal mail may *not* be deposited without proper postage stamps, nor may College stationery be used for personal mail.

Only First Class mail is forwarded; all other is discarded. Mail Services uses the address in the directory to forward mail. If another address is appropriate, please notify Mail Services. Faculty members who will be on leave or in off-campus programs should notify Mail Services as to what should be done with their mail and provide pre-addressed forwarding labels.

For further information and procedures please consult the Mail Services brochure.

8. BOOKSTORE

(Amended September 1991)

The campus Bookstore, located on the lower level of Commons Building, supplies all required and recommended course material, as well as paperbacks, art and school supplies, cards and small gift items. Newspapers are available and will be held daily on request. The Bookstore is managed by Follett Stores. A Bookstore Committee, consisting of one faculty, two students, two administrators, and one representative from Follett Stores, advises the LFC administration on the Bookstore's operation.

Basic office supply materials, such as pencils, pens, paper and examination booklets, may be obtained at the Bookstore and charged against the appropriate departmental budget, following departmental guidelines. Such items are listed on a charge slip which is to be signed by the faculty member.

Since most publishers will supply desk copies free, the Bookstore has prepared forms which can be used to order these desk copies. They should, of course, be ordered in plenty of time so that they are here when classes begin. In a few cases, particularly when the texts are hardbacks or are imported, desk copies may not be available. We do not want a faculty member to have to pay for the textbooks used in the course and in these cases the College will purchase the textbooks, but we do not like to have to pay for those copies that will be supplied by the publisher. **Any textbook taken from the Bookstore must be signed for by the faculty member. The book will be charged until it has been replaced by a desk copy.**

The Bookstore welcomes special orders for books and supplies from both faculty and students. Faculty and their families receive a 10% discount on purchases for personal use over \$1.00, except sale merchandise. The Bookstore accepts VISA, MasterCard, and Discover credit cards, as well as personal accounts.

Hours: First week of classes, fall and spring terms, 8:00 a.m. - 7:00 p.m.; Regular hours: Monday, 8:00 a.m. - 6:00 p.m.; and Tuesday through Friday, 8:00 a.m. - 4:30 p.m.

9. No SMOKING

No smoking is allowed in any classroom, seminar room, studio, laboratory, library public area, the auditorium, the field house, or the chapel. (Please refer to the *Student Handbook* for the No-Smoking Policy.)

10. DRUG-FREE WORKPLACE POLICY

Pursuant to the requirement of Public Law 100-690, Lake Forest College issues the following statement regarding a drug-free workplace:

Lake Forest College expects its faculty, staff and student employees to report for work free of the influence of illegal drugs at all times during the performance of their duties, to refrain from their use and to obey related laws established and enforced by legal authorities.

a. Conditions

No employee shall unlawfully manufacture, distribute, dispense, possess, transfer, or use a controlled substance in the workplace or wherever the work of Lake Forest College is being performed.

As a condition of employment at Lake Forest College, employees will abide by the terms of this policy and will notify the College if convicted under any criminal drug statute for a violation occurring in the workplace no later than five days after such conviction.

b. Definitions

- i. **Employees** - This prohibition covers all employees, including part-time and student employees.
- ii. **Workplace** - The workplace is any site on or off campus where the work of Lake Forest College is being performed.
- iii. **Controlled Substances** - Controlled substances are those substances whose distribution is controlled by regulation or statute including, but not limited to, narcotics, depressants, stimulants, hallucinogens, and marijuana.

(A complete definition may be found in Schedules I through V of Section 202 of the Controlled Substances Act [21 U.S.C. 812], and as further defined by regulation at 21 CFR 1300.11 through 1300.15.)

c. Consequence of Violations

Employees found in violation of the prohibitions set forth under "Conditions" will be subject

to disciplinary action, up to and including termination. Each case will be evaluated on an individual basis; disciplinary action will be dependent on the severity of the violation and the circumstances involved.

Employees who receive a criminal drug statute conviction for a violation occurring in the workplace will be subject to disciplinary action by the College, up to and including dismissal. Additionally, employees may be required to participate in a drug abuse assistance or rehabilitation program approved for such purposes by a federal, state, or local health, law enforcement, or other appropriate agency.

11. DRUG AND ALCOHOL ABUSE PREVENTION POLICY

REQUIRED BY THE FEDERAL GOVERNMENT FOR A DRUG-FREE SCHOOL

Pursuant to the requirement of Public Law 101-226, Lake Forest College announced and implemented the following statement regarding a drug-free school in October 1990.

a. Prohibited Conduct

The unlawful possession, use, or distribution of illicit drugs or alcohol by students and employees on College property or as part of any College activity is prohibited.

b. Applicable Legal Sanctions

- i. The Illinois Criminal Code classifies drug-related offenses (e.g.: Manufacture or delivery of a controlled substance, engaging in a calculated criminal drug conspiracy, drug trafficking, unauthorized possession, etc.) as either Class A misdemeanors or Class 1, 2, 3, 4, or X felonies depending upon the severity and nature of the conduct. The following criminal penalties are applicable to the identified categories of offenses.

<u>Category of Offense</u>	<u>Monetary Fines</u>	<u>Imprisonment</u>
Class A Misdemeanor	\$ 1,000	Up to 1 year
Class 4 Felony	Up to \$ 15,000	1 to 3 years
Class 3 Felony	Up to \$150,000	2 to 4 years
Class 2 Felony	Up to \$200,000	3 to 7 years
Class 1 Felony	Up to \$250,000	4 to 15 years
Class X Felony	Up to \$500,000	6 to 60 years

- ii. The applicable Federal penalties and sanctions for illegal possession of a controlled substance are given on the attached Appendix A.

c. Counseling Services and Rehabilitation Program

The use of illicit drugs and the abuse of alcohol may result in serious health consequences. A description of health risks associated with substances covered by the Controlled Substances Act (21 U.S.C. 811) is given on the attached Appendix B. A summary description of health risks associated with alcohol is given on the attached Appendix C. For additional information, consult pamphlet, Drugs and the Body, which is available in the Personnel Office. Students experiencing problems with drug and alcohol abuse are encouraged to seek assistance in the Counseling Center. The Center offers individual counseling and may offer Peer Counselors and Drug and Alcohol Support Groups for additional assistance. Employees with group health insurance coverage should refer to the booklet, Summary Plan Description, Lake Forest College Point-of-Service Plan, for

coverage on drug and alcohol treatment. In addition, the Personnel Office has available as a reference resource, Human Services for Lake County People.

d. College Sanctions and Penalties

Lake Forest College employees and students found in violation of the prohibitions set forth in their respective Handbooks will be subject to disciplinary action up to and including termination or suspension and possible referral for prosecution. Each case will be evaluated on an individual basis. It is possible a disciplinary sanction may include the completion of an appropriate rehabilitation program.

e. Biennial Policy Review

This policy will be biennially reviewed by College Council to determine its effectiveness and to recommend changes to the program to the President if they are needed. Such a review will also determine that the College's disciplinary sanctions are consistently enforced.

Federal Trafficking Penalties-Marijuana*

As of January 1, 1996

Description	Quantity	1st Offense	2nd Offense
Marijuana	1,000 kg or more mixture, or 1,000 or more plants	<ul style="list-style-type: none"> • Not less than 10 years, not more than life • If death or serious injury, not less than 20 years, not more than life • Fine not more than \$4 million individual, \$10 million other than individual 	<ul style="list-style-type: none"> • Not less than 20 years, not more than life • If death or serious injury, not more than life • Fine not more than \$8 million individual, \$20 million other than individual
Marijuana	100 kg to 999 kg mixture, or 100-999 plants	<ul style="list-style-type: none"> • Not less than 5 years, not more than 40 years • If death or serious injury, not less than 20 years, not more than life • Fine not more than \$2 million individual, \$5 million other than individual 	<ul style="list-style-type: none"> • Not less than 10 years, not more than life • If death or serious injury, not more than life • Fine not more than \$4 million individual, \$10 million other than individual
Marijuana	50 to 99 kg mixture, or 50 to 99 plants	<ul style="list-style-type: none"> • Not more than 20 years • If death or serious injury, not less than 20 years, not more than life • Fine \$1 million individual, \$5 million other than individual 	<ul style="list-style-type: none"> • Not more than 30 years • If death or serious injury, not more than life • Fine \$2 million individual, \$10 million other than individual
Marijuana	Less than 50 kg mixture, or 10 kg or more hashish, or 1 kg or more hashish oil	<ul style="list-style-type: none"> • Not more than 5 years • Fine not more than \$250,000, \$1 million other than individual 	<ul style="list-style-type: none"> • Not more than 10 years • Fine \$500,000 individual, \$2 million other than individual

*Includes Hashish and Hashish Oil

(Marijuana is a Schedule I Controlled Substance)

Federal Trafficking Penalties*

As of January 1, 1996

CSA	2nd Offense	1st Offense	Quantity	Drug	Quantity	1st Offense	2nd Offense
I and II	• Not less than 10 years Not more than life	• Not less than 5 years Not more than 40 years	10-99 gm pure or 100-999 gm mixture	Methamphetamine	100 gm or more pure or 1 kg or more mixture	• Not less than 10 years. Not more than life	• Not less than 20 years. Not more than life
	• If death or serious injury, not less than life	• If death or serious injury, not less than 20 years	100-999 gm mixture	Heroin	1 kg or more mixture	• If death or serious injury, not less than 20 years or more than life	• If death or serious injury, not less than life
	• Fine of not more than \$4 million individual, \$10 million other than individual	• Fine of not more than \$2 million individual, \$5 million other than individual	500-4,999 gm mixture	Cocaine	5 kg or more mixture	• Fine of not more than \$4 million individual, \$10 million other than individual	• Fine of not more than \$8 million individual, \$20 million other than individual
			5-49 gm mixture	Cocaine Base	50 gm or more mixture		
			10-99 gm pure or 100-999 gm mixture	PCP	100 gm or more pure or 1 kg or more mixture		
			1-9 gm mixture	LSD	10 gm or more mixture		
			40-399 gm mixture	Fentanyl	400 gm or more mixture		
			10-99 gm mixture	Fentanyl Analogue	100 gm or more mixture		
III	Drug	Quantity	1st Offense		2nd Offense		
	Others <small>(See does not include marijuana, hashish, or hash oil)</small>	Any	<ul style="list-style-type: none"> • Not more than 20 years • If death or serious injury, not less than 20 years, not more than life • Fine \$1 million individual, \$5 million not individual 		<ul style="list-style-type: none"> • Not more than 30 years • If death or serious injury, life • Fine \$2 million individual, \$10 million not individual 		
IV	All	Any	<ul style="list-style-type: none"> • Not more than 5 years • Fine not more than \$250,000 individual, \$1 million not individual 		<ul style="list-style-type: none"> • Not more than 10 years • Fine not more than \$500,000 individual, \$2 million not individual 		
V	All	Any	<ul style="list-style-type: none"> • Not more than 3 years • Fine not more than \$250,000 individual, \$1 million not individual 		<ul style="list-style-type: none"> • Not more than 6 years • Fine not more than \$500,000 individual, \$2 million not individual 		
			<ul style="list-style-type: none"> • Not more than 1 year • Fine not more than \$100,000 individual, \$250,000 not individual 		<ul style="list-style-type: none"> • Not more than 2 years • Fine not more than \$200,000 individual, \$500,000 not individual 		

*Does not include marijuana, hashish, or hash oil

Uses and Effects

Controlled Substances

Drugs	CSA Schedules	Trade or Other Names	Medical Uses	Physical Dependence	Psychological Dependence	Tolerance	Duration (Hours)	Usual Method	Possible Effects	Effects of Overdose	Withdrawal Syndrome
Narcotics											
Heroin	I	Diacetylmorphine, Horse, Smack	None in U.S., Analgesic, Antitussive	High	High	Yes	3-6	Injected, snifled, smoked	Euphoria	Slow and shallow breathing	Acute: 17 types Chills, sweating Nausea, vomiting Diarrhea, abdominal cramps Muscle aches, restlessness Anxiety, irritability Fever, chills Possible death
Morphine	II	Duramorph, MS-Contin, Roxanol, Oramorph SR	Analgesic	High	High	Yes	3-6	Oral, smoked, injected	Drowsiness	Clammy skin	Acute: 17 types Chills, sweating Nausea, vomiting Diarrhea, abdominal cramps Muscle aches, restlessness Anxiety, irritability Fever, chills Possible death
Codine	II, III, V	Tyloval, Tyloval, Tyloval, Tyloval, Tyloval	Analgesic, Antitussive	Moderate	Moderate	Yes	3-6	Oral, injected	Respiratory depression	Comatose	Acute: 17 types Chills, sweating Nausea, vomiting Diarrhea, abdominal cramps Muscle aches, restlessness Anxiety, irritability Fever, chills Possible death
Hydrocodone	II, III, IV	Tussionex, Vicodin, Hydrocodone, Lorcet	Analgesic, Antitussive	High	High	Yes	3-6	Oral	Constipated pupils	Coma	Acute: 17 types Chills, sweating Nausea, vomiting Diarrhea, abdominal cramps Muscle aches, restlessness Anxiety, irritability Fever, chills Possible death
Hydromorphone	II	Dilaudid	Analgesic	High	High	Yes	3-6	Oral, injected	Nausea	Possible death	Acute: 17 types Chills, sweating Nausea, vomiting Diarrhea, abdominal cramps Muscle aches, restlessness Anxiety, irritability Fever, chills Possible death
Oxycodone	II	Percodan, Percocet, Tylox, Roxicet, Roxicodone	Analgesic	High	High	Yes	4-5	Oral			Acute: 17 types Chills, sweating Nausea, vomiting Diarrhea, abdominal cramps Muscle aches, restlessness Anxiety, irritability Fever, chills Possible death
Methadone and LAAM	II, III	Deponol, Methadone, Loro, Loro, Loro, Loro	Analgesic, Treatment of Dependence	High	High	Yes	12-72	Oral, injected			Acute: 17 types Chills, sweating Nausea, vomiting Diarrhea, abdominal cramps Muscle aches, restlessness Anxiety, irritability Fever, chills Possible death
Fentanyl and Analogs	II	Innovar, Sublimaze, Alliant, Sufenta, Duragesic	Analgesic, Adjunct to Anesthesia, Anest	High	High	Yes	10-72	Injected, Transdermal patch			Acute: 17 types Chills, sweating Nausea, vomiting Diarrhea, abdominal cramps Muscle aches, restlessness Anxiety, irritability Fever, chills Possible death
Other Narcotics	II, III, IV, V	Precipitated Precipitate, Precipitated Precipitate, Precipitated Precipitate	Analgesic, Antidural	High-Low	High-Low	Yes	Variable	Oral, injected			Acute: 17 types Chills, sweating Nausea, vomiting Diarrhea, abdominal cramps Muscle aches, restlessness Anxiety, irritability Fever, chills Possible death
Depressants											
Chloralhydrate	II, III, IV, V	Chloralhydrate, Chloralhydrate, Chloralhydrate	Hypnotic, Sedative	Moderate	Moderate	Yes	5-8	Oral	Slurred speech	Slurred speech	Acute: 17 types Chills, sweating Nausea, vomiting Diarrhea, abdominal cramps Muscle aches, restlessness Anxiety, irritability Fever, chills Possible death
Barbiturates	II, III, IV, V	Barbiturates, Barbiturates, Barbiturates	Hypnotic, Sedative	High	High	Yes	1-16	Oral, injected	Disorientation	Clammy skin	Acute: 17 types Chills, sweating Nausea, vomiting Diarrhea, abdominal cramps Muscle aches, restlessness Anxiety, irritability Fever, chills Possible death
Quinidine	II, III, IV, V	Quinidine, Quinidine, Quinidine	Hypnotic, Sedative	Moderate	Moderate	Yes	4-8	Oral, injected	Drunken behavior	High and rapid pulse	Acute: 17 types Chills, sweating Nausea, vomiting Diarrhea, abdominal cramps Muscle aches, restlessness Anxiety, irritability Fever, chills Possible death
Other Depressants	II, III, IV, V	Other Depressants, Other Depressants, Other Depressants	Hypnotic, Sedative	Moderate	Moderate	Yes	4-8	Oral			Acute: 17 types Chills, sweating Nausea, vomiting Diarrhea, abdominal cramps Muscle aches, restlessness Anxiety, irritability Fever, chills Possible death
Stimulants											
Cocaine	II	Coke, Flake, Snow, Crack	Local anesthetic	Possible	Possible	Yes	1-2	Smoked, snifled, injected	Increased alertness	Agitation	Acute: 17 types Chills, sweating Nausea, vomiting Diarrhea, abdominal cramps Muscle aches, restlessness Anxiety, irritability Fever, chills Possible death
Amphetamine/Methamphetamine	II	Buphenamine, Desoxyn, Desoxyn, Obetrol, Ice	Attention deficit disorder, narcolepsy, weight control	Possible	Possible	Yes	2-4	Oral, injected, snifled	Euphoria	Increased body temperature	Acute: 17 types Chills, sweating Nausea, vomiting Diarrhea, abdominal cramps Muscle aches, restlessness Anxiety, irritability Fever, chills Possible death
Methylphenidate	II	Ritalin	Attention deficit disorder, narcolepsy	Possible	Possible	Yes	2-4	Oral, injected	Increased pulse pressure	Hallucinations	Acute: 17 types Chills, sweating Nausea, vomiting Diarrhea, abdominal cramps Muscle aches, restlessness Anxiety, irritability Fever, chills Possible death
Other Stimulants	II, III, IV	Adren, Difen, Difen, Difen, Difen, Difen	Weight control	Possible	Possible	Yes	2-4	Oral, injected	Insomnia	Comatose	Acute: 17 types Chills, sweating Nausea, vomiting Diarrhea, abdominal cramps Muscle aches, restlessness Anxiety, irritability Fever, chills Possible death
Cannabis											
Marijuana	I	Pot, Agave, Galt, Grass, Reel, Sassa, The Stick	None	Unknown	Moderate	Yes	2-4	Smoked, oral	Euphoria	Sluggish	Acute: 17 types Chills, sweating Nausea, vomiting Diarrhea, abdominal cramps Muscle aches, restlessness Anxiety, irritability Fever, chills Possible death
Tetrahydrocannabinol	I, II	THC, Marinol	Anilinauseant	Unknown	Moderate	Yes	2-4	Smoked, oral	Relaxation	Panacea	Acute: 17 types Chills, sweating Nausea, vomiting Diarrhea, abdominal cramps Muscle aches, restlessness Anxiety, irritability Fever, chills Possible death
Hashish and Hashish Oil	I	Hash, Hash oil	None	Unknown	Moderate	Yes	2-4	Smoked, oral	Increased appetite	Possible psychosis	Acute: 17 types Chills, sweating Nausea, vomiting Diarrhea, abdominal cramps Muscle aches, restlessness Anxiety, irritability Fever, chills Possible death
Hallucinogens											
LSD	I	Acid, Microd	None	None	Unknown	Yes	8-12	Oral	Illusions and hallucinations	Longer	Acute: 17 types Chills, sweating Nausea, vomiting Diarrhea, abdominal cramps Muscle aches, restlessness Anxiety, irritability Fever, chills Possible death
Mescaline and Peyote	I	Mescal Buttons, Cactus	None	None	Unknown	Yes	8-12	Oral	Altered perception of time and distance	More intense "trip" episodes	Acute: 17 types Chills, sweating Nausea, vomiting Diarrhea, abdominal cramps Muscle aches, restlessness Anxiety, irritability Fever, chills Possible death
Amphetamine Variants	I	2,5-DMA, STP, MDA, MDMA, Ecstasy, DOM, DOB	None	Unknown	Unknown	Yes	Variable	Oral, injected		Psychosis	Acute: 17 types Chills, sweating Nausea, vomiting Diarrhea, abdominal cramps Muscle aches, restlessness Anxiety, irritability Fever, chills Possible death
Phencyclidine and Analogs	I, II	PCP, PCP, PCP, PCP, PCP, PCP, PCP	None	Unknown	High	Yes	Days	Oral, smoked		Possible death	Acute: 17 types Chills, sweating Nausea, vomiting Diarrhea, abdominal cramps Muscle aches, restlessness Anxiety, irritability Fever, chills Possible death
Other Hallucinogens	I, II	Bolazine, Loperamide, DMF, DET, Phencyclidine, Phencyclidine	None	None	Unknown	Possible	Variable	Smoked, oral, injected			Acute: 17 types Chills, sweating Nausea, vomiting Diarrhea, abdominal cramps Muscle aches, restlessness Anxiety, irritability Fever, chills Possible death
Anabolic Steroids											
Testosterone (Cypionate, Enanthate)	III	Depo Testosterone, Delatestryl	Hypogonadism	Unknown	Unknown	Unknown	14-28 days	Injected	Virilization	Unknown	Acute: 17 types Chills, sweating Nausea, vomiting Diarrhea, abdominal cramps Muscle aches, restlessness Anxiety, irritability Fever, chills Possible death
Nandrolone (Decanoate, Phenylpropionate)	III	Nortestosterone, Durabolin, Deca Durabolin, Deca	Anemia, breast cancer	Unknown	Unknown	Unknown	14-21 days	Injected	Virilization	Unknown	Acute: 17 types Chills, sweating Nausea, vomiting Diarrhea, abdominal cramps Muscle aches, restlessness Anxiety, irritability Fever, chills Possible death
Oxymetholone	III	Anadrol 50	Anemia	Unknown	Unknown	Unknown	24	Oral	Virilization	Unknown	Acute: 17 types Chills, sweating Nausea, vomiting Diarrhea, abdominal cramps Muscle aches, restlessness Anxiety, irritability Fever, chills Possible death

Not designated a narcotic under the CSA

Designated a narcotic under the CSA

Drugs of Abuse (1996 edition), U.S. Department of Justice, Drug Enforcement Administration and the National Guard. (Sudoc # J 24.2: D 84/996)

APPENDIX C

Alcohol consumption causes a number of marked changes in behavior. Even low doses significantly impair the judgment and coordination required to drive a car safely, increasing the likelihood that the driver will be involved in an accident. Low to moderate doses of alcohol also increase the incidence of a variety of aggressive acts, including spouse and child abuse. Moderate to high doses of alcohol cause marked impairments in higher mental functions, severely altering a person's ability to learn and remember information. Very high doses cause respiratory depression and death. If combined with other depressants of the central nervous system, much lower doses of alcohol will produce the effects just described.

Repeated use of alcohol can lead to dependence. Sudden cessation of alcohol intake is likely to produce withdrawal symptoms, including severe anxiety, tremors, hallucinations, and convulsions. Alcohol withdrawal can be life-threatening. Long-term consumption of large quantities of alcohol, particularly when combined with poor nutrition, can also lead to permanent damage to vital organs such as the brain and liver.

Mothers who drink alcohol during pregnancy may give birth to infants with fetal alcohol syndrome. These infants have irreversible physical abnormalities and mental retardation. In addition, research indicates that children of alcoholic parents are at greater risk than other youngsters of becoming alcoholics.

12. SAFETY

Lake Forest College is subject to the Federal Occupational Safety and Health Act of 1970. The purpose of this Act is to assure safe and healthful conditions of work for everyone. Since we are required to maintain injury and illness records, your concern for safety and your cooperation in reporting is essential if we are to have an effective program.

Each faculty member is asked not only to exercise care but to report dangerous working conditions such as slippery floors, inadequate wiring, sidewalk hazards, etc. Everyone is asked also to report accidents on forms available from the Personnel Office and to attend meetings and films on safety and health when they are offered. Those in charge of laboratories, in particular, are asked to know the appropriate safety regulations and see that they are observed.

13. LIABILITY INSURANCE COVERAGE

(Issued by the Vice President for Business Affairs on October 31, 1988, at the request of College Council)

Lake Forest College is a corporation. As such it maintains insurance coverage to protect itself and its employees when they are performing their duties as an employee. The coverage provides attorney fees as well as liability coverage to specified limits. Areas of specific interest are as follows.

Automobile

College vehicles are covered by the general College insurance when driven by an authorized driver for a permitted use. If the use is improper, or by an improper driver, the College insurance would be primary, but it is fair to assume our insurance company would seek recovery of damages from the driver.

A personal car used for a College purpose **does not** have College insurance coverage. If an accident occurs with a personal car while on College business the first coverage is the individual's personal insurance. The same applies to student cars, but here a faculty member may have an additional exposure. If the faculty member lets a student drive a student car on a College event and does not check to see if that student has a driver's license, insurance, and a generally appearing safe car, it is possible that a judge or jury may look to the faculty member for some damages, especially for innocent passengers.

General accidents

An accident in a lab, athletic field, the radio station, at Commons, the Library, and any number of such events would be covered, again if in the general performance of a duty within the scope of your employment as a faculty member of the College. Insurance for accidents at an internship location would provide coverage to the College, the student and the faculty member--again, so long as they are acting within the scope of their duties.

Other

The College carries a number of miscellaneous liability coverages such as libel, slander, defamation of character, false arrest, malicious prosecution, corporal punishment and sexual misconduct. For these exposures our policy covers as insureds the College and the faculty member, but again, only while acting within the scope of employment.

A faculty member not authorized to coach in the athletic department but who does so is not acting within the scope of faculty duties and would not be covered.

In the event of an accident, it is advisable that the faculty or staff member/s involved make factual notes of the situation as soon as possible. Editorializing, fixing blame, or bringing in weakly-related facts could cause problems in the event of a law suit. Remember that you and/or what you have written can be subpoenaed. It will be up to the judge or jury to assimilate the facts and come to a decision, not you. If you put observations or conclusions into a report it can be turned pretty easily to benefit either side. Just make notes that will help you remember what happened, even if a few years later. Such things as date, situation (how soon were paramedics called and arrived, etc.) and emergency procedures used are examples. Stating that "the paramedics arrived quickly" is a judgment, but noting they were called at 12:02 and arrived at 12:10, or that they arrived in approximately 10 minutes, are facts. Write these notes for yourself as soon as you can after the incident.

CAUTION

There is always a chance that a judge or jury will rule that a person is guilty of willful and wanton negligence. If that is judged the case, a penalty may be assessed directly on the faculty or staff member even if they are doing their assigned duty and the insurance carrier is not permitted to reimburse. This is relatively rare, but if an obviously drunk student was told to drive a group on a snowy day, this could fall under such negligence.

When dealing with students relative to liability, just put yourself in the shoes of a parent and govern yourself accordingly. Accidents will happen in the normal course of events, but what no one wants are accidents that could have been averted with reasonable action, watchfulness and control.

You may wish to review your personal insurance coverage with your carrier to be sure that your limits are high enough.

14. SECURITY

Losses of College-owned equipment have been heavy in recent years. Faculty are asked to lock the doors of their offices when they are unoccupied and to keep secretaries' offices, equipment rooms, and laboratories locked except when they are in use. Outside doors of buildings should be kept locked when they are scheduled to be closed. When a faculty member uses his or her outside door key to enter a building, he or she should be careful to see that the door is locked after use.

Keys for offices, classrooms, and laboratories are available to faculty upon requisition from the office of the Facilities Management. Forms requesting the keys are obtained from the Dean of the Faculty whose approval is required. Faculty may request that keys be issued to individual students to enable them to enter rooms in classroom buildings, but each requisition must be signed by the faculty member, the student, and the Dean of the Faculty. Master or sub-master keys are not issued to students, and faculty members are asked *never* to lend such a key to a student. The fine for the loss of a key or failure to return the key is \$25.00 per key (Effective September 1, 1993)

15. AIDS POLICY

Please consult the *Student Handbook* for these policies

16. ADMINISTRATION OF ACADEMIC DEPARTMENTS

(March 2, 1976; October 3, 1984; February 1, 1995)

Academic departments are basic administrative units of the College headed by persons of either sex under the title of Chairperson, who are appointed by the Dean of the Faculty for three-year terms which are, in principle, renewable and, at intervals, repeatable. In departments which have other faculty clearly qualified to carry out the responsibilities, an endeavor may be made periodically to replace the chairperson in order to share the honor, the opportunities, and the responsibilities of the position, and to encourage new outlooks.

The title of chairperson does not carry with it additional remuneration. Course loads for chairpersons are negotiated with the Dean of the Faculty.

a. Responsibilities of Chairpersons

Chairpersons assume the primary responsibility for creating and maintaining, in their respective departments, environments which stimulate reflective and critical learning as a common endeavor of faculty and students. They also are primarily responsible for creating and maintaining, for faculty and students, conditions which favor the discovery and the development of outlooks, interests, and abilities in their respective disciplines in relation to the larger liberal arts program.

The chairperson is thus asked to:

- i. review and develop the departmental curriculum;
- ii. encourage departmental faculty research and professional development;
- iii. recruit and orient new faculty;
- iv. encourage improvements in teaching;
- v. determine and respond to departmental and individual needs;
- vi. determine and respond to the concerns of students in the department;
- vii. coordinate departmental programs with extra-departmental curricula and activities;
- viii. hold regular meetings of the department in order to involve faculty in departmental affairs;
- ix. arrange consultations and meetings with the student academic advisory committee, as required by College governance;
- x. be responsible for departmental administrative matters, including the development and submission of a proposed annual budget, and the monitoring of the allocated budget;
- xi. consult with senior members of the department faculty on matters of promotion and tenure;
- xii. write required reviews of departmental faculty.

The Dean of the Faculty is responsible for assisting and supervising the performance of chairpersons in office and for exploring with them ways and means of stimulating departmental and individual faculty development.

b. Chairperson Review

The Dean of the Faculty is responsible for gathering information relevant to the third-year review of chairpersons and for making decisions of appointment, reappointment, or replacement of chairpersons in their respective departments.

Review of approximately one third of the chairpersons will be made each year.

Chairpersons will be evaluated in the third year of their service. The evaluation will consist of both a review of the performance of the chairperson and a consideration of a possible replacement of the chairperson.

By February 15 of the third year of a chairperson's service, the Dean of the Faculty will solicit letters from and, if the Dean wishes, also interview each member of the department with the purpose of assessing the performance of the chairperson in fulfilling various responsibilities listed in the *Faculty Handbook* and the feasibility of other members of the department as possible chairpersons. On the basis of these letters and interviews and consultation with the FPPC, the Dean shall appoint a person to serve as chair for the subsequent three years.

17. REVIEW OF THE DIRECTOR OF THEATRE, DIRECTOR OF WRITING PROGRAMS, AND DIRECTOR OF INTERNSHIPS

By January 15 of each year, the Dean of the Faculty will obtain from each of the directors an updated *vita* and, on a form provided, a description of the individual's administrative, academic, and service activities during that calendar year. The Dean of the Faculty will also obtain an Annual Report of the program, indicating events and activities of the past year (ending June 1) and plans for the future. This report will be written in consultation with the steering/advisory committee by June 1. All of this material will be referred to in making decisions concerning termination and reappointment. It will also be used by the Dean in recommending to the President individual salary levels for the succeeding academic year.

In addition to this annual review, a review during the third year of service and every third year thereafter is conducted by a committee consisting of the Dean of the Faculty, a member of the Promotion and Tenure Subcommittee (members of which are assigned by its chairperson to various review committees), and a faculty member appointed by the FPPC who has reasonable contact and involvement with the enterprise. The committee operates in accordance with these principles:

- a. Evaluation will focus on the responsibilities associated with the specific enterprise, assigned teaching, and other duties; other campus and scholarly activities may also be considered.
- b. Materials considered are the individual's *vita*, the annual reports of the activities of the director of the enterprise, the College's student evaluations of the instructor, and descriptive and evaluative statements by the Dean of the Faculty. The committee, on its own initiative and/or at the individual's request, may solicit further information at the time of review; if it does, it will notify the individual being reviewed. The director may also submit a statement to the review committee.
- c. By March 1, the review committee makes a formal recommendation to the President.

18. REVIEW OF THE DEAN OF THE FACULTY

(Amended by the faculty February 1, 1995)

The President will review the Dean of the Faculty in the spring semester of the Dean's fourth year at Lake Forest College and every four years thereafter. The evaluation process will consist of the following steps:

- a. The President will solicit evaluation letters from all department chairs, chairs of the Academic Resources and Review Committee, the Curricular Policies Committee, and the Faculty Personnel Policies Committee, and such other persons as the President shall designate. These letters will assess the performance of the Dean of the Faculty in discharging his or her responsibilities.
- b. The President may also wish to invite an external evaluator to assist in the review process.
- c. The President, after providing a summary of the evaluation letters, will consult with the Tenure and Promotion Subcommittee of the FPPC.
- d. The President will then meet with the Dean of the Faculty to review all the evaluations.
- e. The President will then determine whether to reappoint the Dean.

19. REVIEW OF THE DEAN OF THE COLLEGE

(Adopted by the faculty February 1, 1995)

The President will review the Dean of the College in Fall of the Dean's fourth year at Lake Forest College and every four years thereafter. The evaluation process will consist of the following steps:

- a. The President will solicit evaluation letters from members of the Dean's staff, namely the Associate and Assistant Deans of the College. Such evaluations will also be solicited from the Directors of Campus Activities, Security, Freshman Studies, the Counseling Center, the Health Center and the Career Development Center, as well as from Chairs of various committees on which the Dean of the College serves, the teaching faculty and the Freshman Studies faculty. Finally, letters of evaluation will be sought from officers of Student Government and student representatives on College Life Committee, Conduct Board and the Drug and Alcohol Hearing Board and randomly selected students who have had contact with the Dean of the College.
- b. The President may also wish to invite an external evaluator to assist in the review process.
- c. The President, after providing a summary of the evaluation letters, will consult with the Tenure and Promotion Subcommittee of the FPPC.
- d. The President will then meet with the Dean of the College to review all the evaluations.
- e. The President will then determine whether to reappoint the Dean.

20. REVIEW OF THE ATHLETIC PROGRAM

(Accepted by the President, May 1, 1989)

a. Director's Annual Program Report

By June 1 of each year, the Director of Athletics is to submit to the President, and on request to FPPC, a report of the Athletic Program. The report should summarize and review the vitality of the department's programs, note changes since the last report, discuss future plans (including plans to work with staff and students to improve the overall program), and indicate the relation of the total program to the educational mission of the College (including discussion of staff participation in campus-wide activities outside the Athletic Department). Where appropriate, this report should relate programs, changes, and plans to the most recent Third-Year Program Review (see b. below). Among other material the report is to draw on are annual, systematic, anonymous evaluations of members of the Athletic Department staff by students who participate in the Department's programs, and other surveys of students' views. An appendix to the report should indicate the record of each team and the participation of students in the several sports and programs.

b. Third-Year Program Review

During every third year a review of the Athletic Program will be conducted by a review committee:

- i. Members of the review committee will be:
 - (a) Dean of the College, or designate,
 - (b) two members of the faculty, appointed by FPPC, who have been representatives to athletic conferences or who have had some contact

- (c) with athletics at the College,
one member chosen by the President.

ii. This committee, which will choose its own chair, will work from the following:

- (a) all Annual Program Reports prepared by the Director since the last Third-Year Program Review,
- (b) information obtained from a meeting with the Athletic Advisory Committee as a whole and, if the review committee desires, with individual members of it,
- (c) evaluations of the program by all full-time members of the department,
- (d) a report from the Admissions Office evaluating the recruiting activity of the department,
- (e) the most recent Third-Year Program Review.

By April 1, the review committee shall make a formal report to be submitted to the President and the Athletic Director. The review will highlight strengths and weaknesses of the program and will make suggestions for improvement. The President and the Director will review the report together and determine appropriate changes in the program.

This report will not be used in the evaluations of the Director or of members of the department for the academic year the report is submitted. The report will be part of the review process for members of the Athletic Department, in the next academic year.

21. REVIEW OF ATHLETIC DIRECTOR

a. Annual Position Review

By January 15 of each year, the Director of Athletics is to submit to the President an updated *vita* and a description of his or her administrative, academic, and service activities during the previous calendar year. Full-time members of the Athletic Department should submit similar reports to the Director of Athletics by December 15. (These reports are available to the President on request.)

b. Special Procedures Concerning the Annual Position Review for the Academic Year Following a Third-Year Program Review

- i. The Program Review and the Director's response will be part of the annual evaluation of the Director and his or her staff for these years.
- ii. Before making a decision about the position of Director of Athletics, the President will meet with FPPC to report on the substance of the Program Review and the Director's response and to seek FPPC's advice about the position. The President will report his decision concerning the position to FPPC.

22. REVIEW OF DIRECTOR OF THE LIBRARY AND INFORMATION TECHNOLOGY (LIT) AND LIT FACULTY

(Approved by the Faculty, March 6, 1991)

a. Review of the Director of LIT

The Dean of the Faculty will conduct an annual evaluation of the director of LIT. In addition, during the third year of service and every third year thereafter, a review of the director will be conducted by a committee composed of the Dean of the Faculty, a member of the Promotion and Tenure Subcommittee (members of which are assigned by its chairperson to various review committees), a faculty member of the LIT staff, and a member of the LIT Committee. The committee operates in accordance with these principles:

- i. The director will submit to the committee a file composed of the individual's vita, basic statistics concerning library and information technology services and use for the past three years, and a report of the individual's service. The service report will include reference to the following duties, which the committee will use as the basis for their evaluation:
 - (a) fulfillment of the goals and objectives of the office,
 - (b) overall operation of facilities, including development and implementation of an annual budget,
 - (c) in consultation with the staff and the Dean of the Faculty, review and maintenance of a written plan setting forth the organizational structure of the office, including job descriptions for the professional and paraprofessional staff,
 - (d) supervision and annual evaluation of the professional and paraprofessional staff, based primarily on fulfillment of the duties and goals described in the organizational document,
 - (e) establishment of library policies in consultation with the LIT professional staff and the LIT Committee,
 - (f) maintenance of effective relationships with the LIT staff, the college community, and the broader library community,
 - (g) coordination and development of the library's collection in response to the needs of the College's academic departments and new areas of instructional activity,
 - (h) in consultation with the LIT staff, the Dean of the Faculty, and the LIT Committee, formulation of short and long-term goals that pertain to the effective operation of the office,
 - (i) special duties as assigned by the Dean of the Faculty or the President.
- ii. The review committee will solicit evaluation letters from the LIT Committee, other members of the faculty (representing all divisions of the college), and the staff, including all professional and paraprofessional staff and selected student workers. The committee, on its own initiative or at the director's request, may solicit further information, provided it so notifies the director.
- iii. On the basis of its review, the committee will make a formal recommendation to the President.

- iv. The annual evaluation conducted by the Dean of the Faculty will be based upon the criteria as specified in i. above, as well as goals and objectives established by the Dean of the Faculty and the director.

b. Annual Evaluation of LIT Faculty

- i. Each year LIT staff members with faculty status will submit to the Director of the Office of the Library and Information Technology a description of their professional work during the prior calendar year. This self-evaluation will focus on library duties and activities, particularly as they relate to the job descriptions outlined in a.i.c). There will also be opportunity to report on professional development and community service. Self-evaluation forms will be distributed to the library faculty by the Dean of the Faculty when evaluation forms are distributed to teaching faculty. Completed forms should be submitted to the director by December 15.
- ii. After discussing a draft with each LIT staff member, the director will submit performance evaluations, including the self-evaluation, to the Dean of the Faculty by January 22, with a copy furnished to each person evaluated.

1. The first part of the report is a general introduction to the subject of the study.	2. The second part of the report is a detailed description of the methods used in the study.	3. The third part of the report is a discussion of the results of the study.	4. The fourth part of the report is a conclusion and a list of references.
5. The fifth part of the report is a summary of the findings of the study.	6. The sixth part of the report is a list of the names of the authors of the study.	7. The seventh part of the report is a list of the names of the institutions of the authors.	8. The eighth part of the report is a list of the names of the sponsors of the study.
9. The ninth part of the report is a list of the names of the reviewers of the study.	10. The tenth part of the report is a list of the names of the members of the study committee.	11. The eleventh part of the report is a list of the names of the members of the study group.	12. The twelfth part of the report is a list of the names of the members of the study team.
13. The thirteenth part of the report is a list of the names of the members of the study group.	14. The fourteenth part of the report is a list of the names of the members of the study team.	15. The fifteenth part of the report is a list of the names of the members of the study group.	16. The sixteenth part of the report is a list of the names of the members of the study team.
17. The seventeenth part of the report is a list of the names of the members of the study group.	18. The eighteenth part of the report is a list of the names of the members of the study team.	19. The nineteenth part of the report is a list of the names of the members of the study group.	20. The twentieth part of the report is a list of the names of the members of the study team.

SECTION III

FACULTY GOVERNANCE POLICIES

The complete governance plan adopted by faculty and students in March, 1996, is included in the *Student Handbook*. Faculty members are asked to refer to that publication for information about the structure of the governance, questions about composition and duties of committees, general governance procedures, election procedures, ratification and amendment procedures, and dissemination procedures of committee minutes.

A. FACULTY LEGISLATIVE BODY

The Bylaws of the College authorize faculty governance:

It shall be the function of the faculty to sit as a legislative body and, subject to the veto of the President, adopt rules and regulations governing the academic requirements of the student body and recommend the granting of degrees in course. The faculty shall keep a book of minutes of its meetings.

1. MEETINGS

(Faculty Meeting, April 15, 1980)

During the academic year meetings of the faculty are held regularly on the first Wednesday of each month. The last faculty meeting of the year is held the day before Commencement, at which time the faculty recommends the candidates for degrees. It is expected that all full-time faculty members attend all faculty meetings.

2. VOTING

(Faculty Meeting, April 15, 1980)

Voting privileges are given to all faculty members holding full-time appointments at the College. The FPPC may grant voting privileges to a part-time faculty member who teaches at least half of the normal course load or has duties equivalent to a half-time load, and who has served the College at least one year, if he or she applies for the privilege and assumes the responsibility of participating in departmental planning, accepting committee appointments, and attending faculty meetings.

3. RULES OF PROCEDURE

At its regular meeting on November 4, 1969, the faculty approved the following statement on procedure:

a. That the faculty adopt *Robert's Rules of Order* (current edition) as its manual for parliamentary procedures, and that the faculty, because of its size, conduct debate in the manner described by Robert as "Informal Consideration" -- since "formal debate" would, for example, limit any speaker to only two statements on an issue.

N.B. Since *Robert's Rules of Order* is adopted, the faculty should be aware that the following is in effect:

- i. A quorum is a majority of all members.
- ii. Suspension of the rules can be effected only by a 2/3 vote (2/3 of those present and voting).
- iii. Calling the previous question can be effected only by a 2/3 vote.

- iv. There shall be no voting by proxy.
- v. Rules that protect absentees cannot be suspended; e.g., no new business could be introduced at a meeting specially called for another purpose.
- b. That the faculty appoint a parliamentarian to rule on matters of procedure.
- c. That regularly scheduled meetings convene at 4:30 p.m. and adjourn no later than 6:00 p.m. (amended by FPPC on February 11, 1997, effective fall 1997).
- d. That substantive matters to be brought before the faculty must be channeled through committees, with the following provisions for exceptions:
 - i. Any individual, having presented an item to a committee for its deliberation and recommendation, who feels that the committee is not acting on the matter with sufficient dispatch, may, with at least one week's prior notice to the faculty in writing, request that the faculty at its next meeting vote on directing the committee to consider the matter and report on it within a specified period of time.
 - ii. Subsequent to this, if the committee reports back but recommends no action and if the individual is still dissatisfied, the individual may then request the faculty, again with one week's notice in writing, to suspend its rules and to consider his or her own proposal.
- e. That committee reports requiring faculty action must be distributed in writing a week before the meeting at which the report is to be considered.
- f. That if any committee has a proposal to bring to the faculty of such importance that it feels the issue should be supported by more than a simple majority of the faculty, the committee can make a corollary proposal that a 2/3 vote be necessary for passage of the proposal. The faculty would then vote on the procedural motion (a majority vote) before voting on the substantive issue.

4. SECRETARY OF THE FACULTY

The Faculty Secretary, who records and distributes the monthly Minutes of faculty meetings, is elected by the full faculty according to the following procedure, which was established by FPPC on November 10, 1978, amended April 5, 1989:

- a. in a year in which a Secretary of the Faculty is to be elected, the FPPC will nominate three faculty members; the Dean of the Faculty will send out ballots with the names of the three nominees, asking each faculty member to vote for one of the three;
- b. this election will not be held until *after* the final balloting for the elected committees; however, it will be held *before* recommendations are made for appointed committees;
- c. normally the person elected Faculty Secretary will serve two years.

B. FACULTY COMMITTEES

The College governance plan provides for the following standing committees, councils and boards:

1. COLLEGE POLICIES

College Council
Faculty Personnel Policies; Subcommittee on Promotions and Tenure
Enrollment Committee

2. ACADEMIC POLICIES

Academic Resources and Review Committee
Academic Appeals Board
Curricular Policies Committee

3. CAMPUS POLICIES

College Life Committee
Environmental Issues and Concerns Advisory Committee

In addition to these, the Independent Scholar Committee, the Grievance Committee, the ad hoc Committee for Recruitment of Women & Minority Faculty, and the Writing Program Steering Committee are standing committees of the faculty. Faculty members also serve on the student judicial committees.

The Faculty Personnel Policies Committee recommends to the President faculty members who should be asked to serve as representatives on the Board of Trustees and on the various Trustee committees. It is customary to ask the chairperson of the Faculty Personnel Policies Committee to represent faculty on the Board of Trustees. Usually, the chairpersons of the Academic Resources and Review Committee, the Curricular Policies Committee, and the Promotion and Tenure Subcommittee of the Faculty Personnel Policies Committee serve on the Academic Affairs Committee of the Board of Trustees.

There is one faculty member serving on the Student Affairs Committee, usually chosen from the two faculty members elected to the College Life Advisory Board. Similarly, the faculty representative on the Budget and Audit Committee usually is a member of the College Council.

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